

Malaysian economic recovery 'under way'

By Wong Suetong in Kuala Lumpur

BANK NEGARA, Malaysia's increasingly powerful central bank, said yesterday that the country's economy, which has suffered a recession in recent years, was experiencing a broad-based recovery, with gross domestic product growing by 4.7 per cent last year and a 5 per cent growth expected for 1988 and 1989.

In its annual report the bank said "the fundamentals are in place" for sustained economic growth. It said the Government's aggressive program was to stimulate local private investment. It said foreign investors had seen the Malaysian recovery, and were starting to invest strongly, particularly businessmen from Japan, Taiwan and South Korea.

Warning over Tibet clampdown

By Robert Thomson in Peking

THE Panchen Lama, a Tibetan spiritual leader, highlighted the division in the Chinese leadership over Tibet policy by condemning senior officials who advocate a clampdown in the region following a series of pro-independence protests.

Angola spurs talks with rebels

THE ANGOLAN Government has hotly denied suggestions that it is prepared to make a radical change of policy and negotiate with the Jonas Savimbi-led rebel movement Unita, for an end to the country's 13-year-old civil war.

Philippine rebels held

The Philippine military yesterday captured at least two top officials from the banned Communist Party in the second arrest of leading guerrillas this year.

Japanese output up

Japan's continued economic expansion was underlined in industrial production figures for February.

Kabul offers to accept rebel demand for coalition

AFGHAN President Najibullah yesterday offered to implement rebel proposals for a coalition government if the Moslem guerrillas ended their war against the Soviet-backed regime.

Israel jeopardises rule of law in its repression of Arab uprising

IF THE first casualty of war is truth, the second - especially in the case of a civil uprising, such as that in the Israeli-occupied territories - is the rule of law.

Over the past 10 days, at least a thousand Palestinians have been arrested by the Israeli security forces. Most were taken from their homes in the middle of the night, beaten, and transported blindfolded to makeshift detention centres in army bases and re-education Arab schools.

With the 650,000 residents of the Gaza Strip incommunicado yesterday, following the cutting of telephone links to Israel and a blanket daytime curfew, there were fears among Palestinians that the army would take the opportunity to launch a fresh series of raids on homes.

About 200 of those seized in the current roundup have been served with "administrative

Andrew Whitley reports from Jerusalem on how Palestinian militants are dealt with

detention" orders, committing them to six months imprisonment without trial. Among them was Mr Rafi Sourani, 33-year-old Gazan lawyer, who previously served nine months in jail without trial two years ago, on suspicion of being a member of the Popular Front for the Liberation of Palestine.

On Tuesday of last week, Mr Yitzhak Rabin, the Defence Minister, told a parliamentary committee that 700 "inciters and organisers of riots" had been arrested over the previous week in the West Bank alone. How many had been picked up in the Gaza Strip was not disclosed. All

told, he said, some 3,000 Palestinians were in detention at the time - a figure Israeli human rights activists believe to be, by now, a gross understatement. Carrying out unprecedentedly large sweeps, the army's goals are clear: to take out of circulation for prolonged periods as many potential ringleaders of protests as can be identified. The policy is seen as a more desirable alternative to deportations.

In theory, detainees can only be held for 18 days before being brought before a military court, during which period they are denied access to lawyers and relatives. In practice the limit is meaningless as the remand can be extended several times.

Most Palestinian prisoners spend several months in jail before their case is heard. When they do appear before the court, Palestinian lawyers, such as Mr

Jonathan Kuttub, a US citizen who helps run a civil rights organisation in Ramallah called Law in the Service of Man, are unanimous that the outcome is near farcical. In one trial in Nablis last January, a 15-year-old boy accused of throwing stones was persuaded by the judge to plead guilty on his third appearance before the court, even though the prosecution had been unable - twice - to provide witnesses, and the boy had declared his innocence.

Undeterred, the army is confident its new tactics are working. "We're picking up all the plums," boasted an Israeli friend, a reserve officer back from his stint of duty in the West Bank. Among these "real hardliners" was the 14-year-old son of a Palestinian friend, in Bethlehem. Towfiq, a religious boy whose family has always been careful to

shield him from peer-group pressures to get involved in confrontations with the army, was arrested and beaten up after attending a Palm Sunday church service in Bethlehem. But the result of this all-out blitz is that Israel's rough-and-ready system of military justice, open to considerable question in normal times, appears to be coming under great strain. So many Palestinians have been arrested in recent weeks that hundreds have been sent to Israeli jails, a contravention of the Geneva Conventions governing occupied territories.

Obtaining precise information on those being held by the army is almost impossible. A military spokeswoman said last week she was unable to provide any details on detentions or prison facilities. But the unrest has become so widespread and generalised that

in many West Bank villages almost every teenager is in practice a suspect. Among those known to have been held are children as young as 12. The few who have been released say that after arrest they are routinely subject to sensory deprivation and other abuse in order to force confessions. Out of 760 unrest-related cases concluded as of March 2, fewer than 20 defendants were acquitted; a remarkably low "failure rate" which Brig Gen Amnon Straschnow, the military Advocate General, attributed to the "good evidence" accumulated by the prosecution.

Gen Straschnow said the average jail sentence for stone throwing was three to six months although one defendant received 14 months. The throwing of home-made molotov cocktails is treated more severely. Even

though no injuries had resulted from his action, one young Palestinian was sentenced to a four-year term on this charge. A government-appointed inquiry into the interrogation methods of the Shin Bet, the domestic secret police, last year authorised the use of "a reasonable amount of force". "The blows. The humiliation. I saw them when they got to me: wet, covered with mud and bruises, with their hands bound and their eyes blindfolded. I saw the marks left by blows on their hands, their legs, their backs and sometimes on their heads. The soldiers have learnt to mete out blows that leave marks and considerable pain, but which do not do damage," said the doctor, who had just completed his compulsory reserve duty at "Ansar 2", a notorious prison camp in the centre of Gaza City.

Israelis jailed for burying Arabs

TWO Israeli soldiers received jail sentences of four months and five months yesterday for burying alive four Palestinians with a bulldozer in an occupied West Bank village, an army spokesman said. Reuter reports from Tel Aviv.

The four Palestinians were found to lie on the ground and troops ordered that a bulldozer cover them with earth. Villagers later dug out the men, two of whom were unconscious.

The court rejected a prosecution offer to halve these sentences in return for the soldiers' admission of guilt. "Even in difficult situations it is important to retain one's humanity," Israel radio quoted the court as saying. "They carried out an illegal order. A soldier must be able to differentiate."

Chun's brother denies charges

THE brother of former South Korean President Chun Doo-hwan yesterday denied charges that he had stolen millions of dollars in official funds but prosecutors said they had strong evidence incriminating him, AP writes from Seoul.

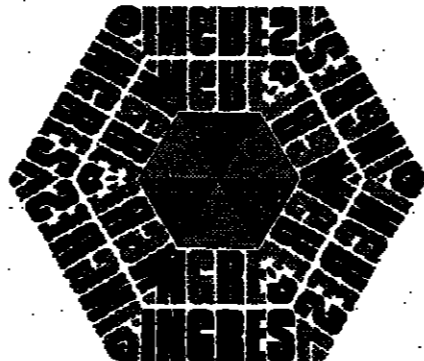
One of Mr Chun Kyung-hwan's close associates tried to kill himself while being questioned and arrest warrants were issued for five people for alleged involvement in the scandal. "He keeps denying all charges,

Community) development movement, which he headed for seven years, the prosecutors said. They said he is suspected of using the money for various personal projects, land speculation and stock purchases. He could face more than five years in prison. Prosecutors summoned the younger Chun yesterday morning for questioning about allegations that he had abused power to exact cash donations from businessmen and have the Government divert funds for Saemaul.

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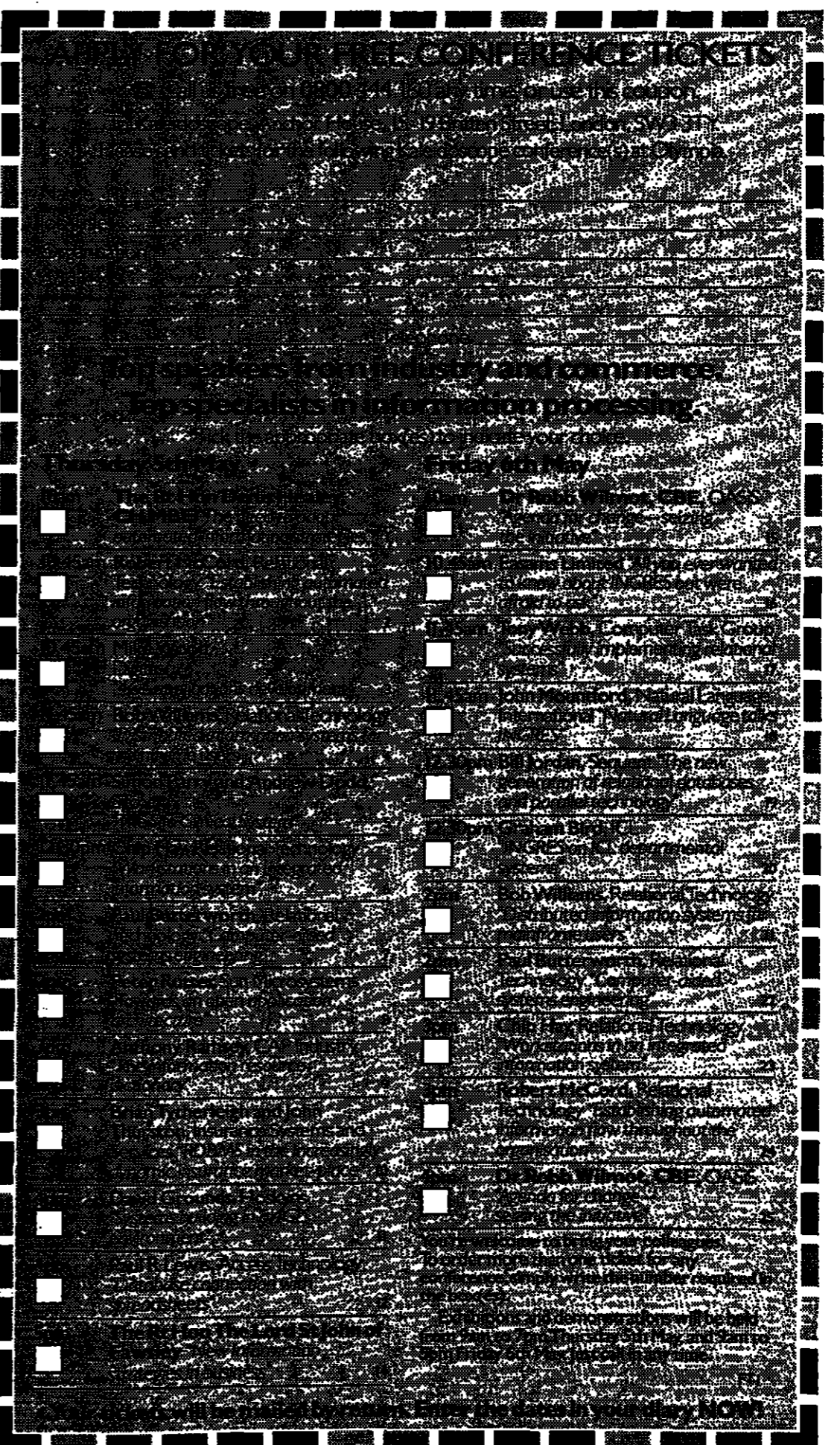
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AMERICAN NEWS

US economic indicators rise 0.9% in February

BY ANTHONY HARRIS IN WASHINGTON

US index of leading indicators rose by 0.9 per cent in February, the Commerce department announced yesterday. Current reports suggest the recovery in the economy, and especially in consumer demand, is being carried further in March. However, the fall in the index in January, previously put at 0.6 per cent, was revised upwards to 1.1 per cent, on information that there was no growth in commercial credit during the month.

The rise in December was revised upwards to 0.4 per cent, bringing the total change over the last three months to 0.2 per cent. The strongest bullish factor in February was the recovery in new building permits. A fall in unemployment claims, the rise in stock market values, sustained money growth and new orders for manufactures also contrib-

uted to the rise. However, slowing deliveries, a fall in the average hours worked weekly, and in constant-price contracts for plant and equipment all suggested a weaker economy.

There are some signs that the buoyancy of the economy has improved in the current month. The latest measure of consumer confidence from the University of Michigan shows a full recovery to the level ruling just before the stock market crash of October 1987. This index has been recovering steadily over the last three months, but has so far been reflected only in strong car sales.

Currently, however, retail stores are reporting a recovery from the disappointing level of February sales, and there are also indications that the recovery in private housebuilding is accel-

erating. This is concentrated entirely in single-family homes the market in apartments and condominiums is likely to remain depressed for some time yet, as demand catches up with the very heavy building programme stimulated by the personal tax incentives available under the 1981 tax reform, but withdrawn in the 1986 reform.

The bond markets, which have recently been showing some signs of alarm at the vigour of the economic recovery, are likely to suspend judgment until the publication of the employment figures at the end of this week. The rise in employment reported last month created some shock, and unless the new figures show that it was a statistical aberration, the market fears of overheating in the US economy will be reinforced.

Garcia backs down on bank takeover

By Barbara Durr in Lima

AFTER five long months of bickering over the nationalisation of Peru's largest private bank, the Banco de Credito, the Peruvian Government finally decided the issue of the bank's ownership. It will now recognise the sale of 51 per cent of the bank's shares to its workers and consider the bank "self-managed" by its employees.

President Alan Garcia announced his intention last July to nationalise ten banks, six finance companies and 17 insurance companies. The move provoked a storm of criticism.

After a long debate in Congress, the law was promulgated in October. But the only institutions seized by the Government were Peru's two largest private banks, the Credito and the Banco Wiese. These were taken over force, with riot police using a small tank and tear gas.

The situation of the Credito was complicated for the Government by the purchase by its employees of 54.25 per cent of its shares to fend off the nationalisation. Since then, the Government has attempted to thwart the sale legally, but President Garcia has now decided to acknowledge the employees' purchase.

The only bank taken over to date by the state is the Wiese, which is challenging the move through the courts. Earlier this week, however, the Minister of Economy and Finance, Mr Gustavo Saborin, promised to proceed with the nationalisation law.

The ministry has deposited cheques that are reported to cover the remaining shares in the Credito and the Wiese available for nationalisation. Only shares owned by larger shareholders above the law's limit of 40 tax units per person can be expropriated. This would give the state approximately 50 per cent of the Credito and a majority share of the Wiese.

It remains unclear if or how Mr Garcia will move on the remaining banks and other financial institutions.

Modest Caribbean growth forecast

BY CANUTE JAMES IN KINGSTON

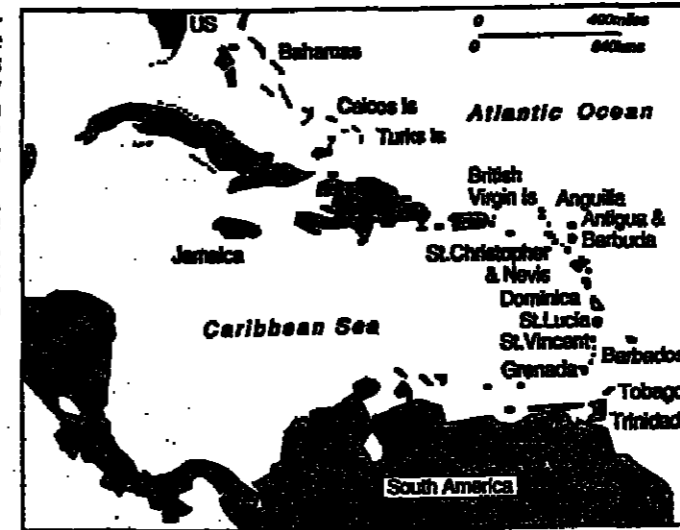
COUNTRIES in the English-speaking Caribbean will achieve modest economic growth this year after growing on average by 3.8 per cent last year, according to a review of regional economies by the Caribbean Development Bank.

The bank, based in Barbados, said last year's growth was the result of expansion of tourism, agriculture and construction. It said this would have been higher but for reductions in sugar import quotas by the US.

The CDB finances development projects in 17 English-speaking states, and is supported mainly by the US, UK, Canada, France and multilateral financial institutions.

The highest growth rate last year was 8.7 per cent recorded by Antigua, while Trinidad and Tobago's economy contracted by 2.3 per cent. Other economies achieved rates of about 5 per cent.

The CDB forecast that exports from the region would be hit by higher rates of inflation and slower growth worldwide. It suggested that the region's debt



obligations would force a cut in imports, while efforts would be made to hold on to markets and to find new ones.

The growth in the region's economies was fuelled mainly by expansion of tourism, which grew last year by 10 per cent in terms of volume of visitors, and by expansion in agriculture and construction.

Sugar production declined by 13 per cent to 656,000 tonnes due to poor weather, increased production costs relative to returns, the effects of the cut in US sugar import quotas, and general uncertainty over the region's

sugar market prospects, the review noted.

The US government has progressively reduced sugar import quotas, with the latest allocations for this year reflecting a 25 per cent reduction for the Caribbean. Both Jamaica and Guyana, the leading bauxite producers in the group, recorded increases in production, with Jamaica's growing by 13 per cent and Guyana's by 1 per cent.

The bank said, however, that Guyana's production of calcined bauxite increased last year by 7 per cent to reach 526,000 tonnes. Guyana and the People's Republic of China dominate the world market for calcined bauxite.

Petroleum output in Trinidad and Tobago, the leading producer in the group, fell by 6.2 per cent last year, said the CDB. The review said manufacturing experienced a mixed performance, with Trinidad and Tobago's sector expanding by 19 per cent. Inflation rates also varied widely, ranging from 35 per cent in Guyana to 11.4 per cent in Trinidad and Tobago to zero in Grenada.

Panama seeks Latin America aid

By Tim Cooney in Panama City

PANAMA'S embattled strongman, General Manuel Antonio Noriega, is seeking political and economic support from other Latin American states for his government.

At an emergency meeting in Caracas, Venezuela, of the Organisation of American States, the Panamanian Foreign and Planning Ministers appealed to 25 Latin American countries for food and economic aid and assistance to begin printing Panama's own currency.

If Panama were to print its own currency, it would signify the most profound economic change in the country's history. Since it was founded in 1903 Panama has used the US dollar.

Gen Noriega appeared to be entrenching his position yesterday with the arrest of over 30 opposition leaders, following attacks on the foreign press and the break-up of an opposition march in Panama City.

Dr Arias Calderon, the leader of the opposition Christian Democrats said: "It is my impression that the government is trying to make any dialogue impossible."

Li to buy Vancouver site

BY DAVID DODWELL IN HONG KONG

LI KA-SHING, one of Hong Kong's wealthiest businessmen, is understood to have been offered Vancouver's 84-hectare Expo site for C\$30m (\$24m).

Mr Li, who controls the Hong Kong property company Cheung Kong, and Hutchison Whampoa, which has interests ranging from ports and property to telecommunications and oil, is expected to spend a further C\$20m developing the site into a high-density mixture of offices, homes and shops.

The decision is expected to arouse protests in Vancouver, both from environmentalists alarmed at the site being developed into a "mini-Hong Kong," and from increasingly vocal opponents of the growing migration from Hong Kong to Canada's west coast.

Mr Li refused to comment yesterday on reports that he had succeeded in his long-contested bid to develop the site. This is understood to be from fear of provoking more antagonism.

It is unclear when the British Columbia government will confirm a decision understood to have been made last week. There appears to be no dispute that Mr Li's offer for the site is by far the highest. The highest Canadian offer - from BCE Development Corporation - was barely half as much.

Bogota's legal chief quits

BY SARITA KENDALL IN BOGOTA

COLOMBIA'S Attorney General has resigned following reports that his brother is linked to the Medellin cocaine cartel.

Mr Alfredo Gutierrez became Attorney General after his predecessor was murdered by drug traffickers in January. Immediately after his appointment, he made controversial suggestions about negotiating with drug gangs and legalising cocaine.

Four weeks ago, an aircraft stolen from a Bogota military air

base landed on a clandestine airstrip after the Colombian Air Force gave chase.

The strip was just outside the boundary of a ranch belonging to Pablo Escobar, reputed chief of the cocaine cartel.

The land had been bought from Escobar's associates by Libardo Gutierrez, the Attorney General's brother, and registered only eight days earlier. In his letter of resignation, Alfredo Gutierrez said he deplored his brother's conduct.

World Bank finance arm adopts new role

BY ANTHONY HARRIS IN WASHINGTON

THE INTERNATIONAL Finance Corporation (IFC), the enterprise financing arm of the World Bank group, yesterday presented itself to the world in something of a new role as a provider of information and underwriting services to commercial banks and investment managers.

It hopes to attract the more adventurous pension funds to what it describes as some of the world's most dynamic stock markets and so assist the process of converting some of the existing burden of developing country debt into committed equity investment. It claims that its activities have so far attracted more than \$2bn into these markets and expects to improve on this figure dramatically.

The IFC identified what it saw as an important information gap in the financial markets some time ago and has been developing its emerging markets database in cooperation with six existing commercial clients.

It is now able to supply consist-

ent stock market indices for 19 developing country stock markets, ranging from Taiwan (the biggest of the group on current valuation at \$48.5bn) to Zimbabwe, with a total market capitalisation of \$70bn. These indices show that over the last decade seven of these markets, spectacularly led by Chile (up more than thirty times) and Thailand (up more than twenty times), have far out-performed the major developed country markets.

Much of the research, however, is designed to help investors single out companies in these markets. This has involved much work in converting local accounting practices into a standard and familiar form. Figures for depreciation (and thus for cashflow) have proved especially difficult to extract from the data in the form in which they are published.

In addition, the IFC presents data on share trading, giving volume and the number of days on which bargains were recorded for each of the 400-plus companies it lists in these emerging markets.

US Senate to begin debate on bank bill

BY JANET BUSH IN WASHINGTON

THE BILL sponsored by the US Senate Banking Committee which, if passed into law, would substantially reform the 1933 Glass-Steagall Act separating the powers of banks and securities houses, was due to be debated by the full Senate late yesterday afternoon.

Congressional aides at the committee said it was widely expected that the bill would be passed. They said that if there was no time for a vote yesterday, there was a good chance the bill would be voted on today.

The bill, sponsored by Senator William Proxmire, chairman of the Senate Banking Committee would allow US banks to underwrite commercial paper, municipal revenue bonds, mortgage-backed securities and securities backed by consumer debt from the day the bill passed into law.

Banks would also be empowered to underwrite corporate debt issues and mutual funds from six months after enactment.

After a tough negotiating session at the committee stage, a compromise was reached on underwriting corporate equities, regarded as possibly the most profitable business area.

The bill would require Congress to vote on whether to give banks access to this business in 1991.

In a busy week for the Senate Banking Committee, Senator Proxmire is expected tomorrow to unveil the details of a bill which would set up an inter-agency committee to regulate financial markets.

Hearings are scheduled to start tomorrow morning at which the heads of the three regulators will give their views on the bill.

Congressional aides described the scope of the bill as "modest." However, it is clearly designed to galvanise the various efforts to analyse the October share market collapse and analyses of possible legislation in response to the many independent and government reviews of October's events.

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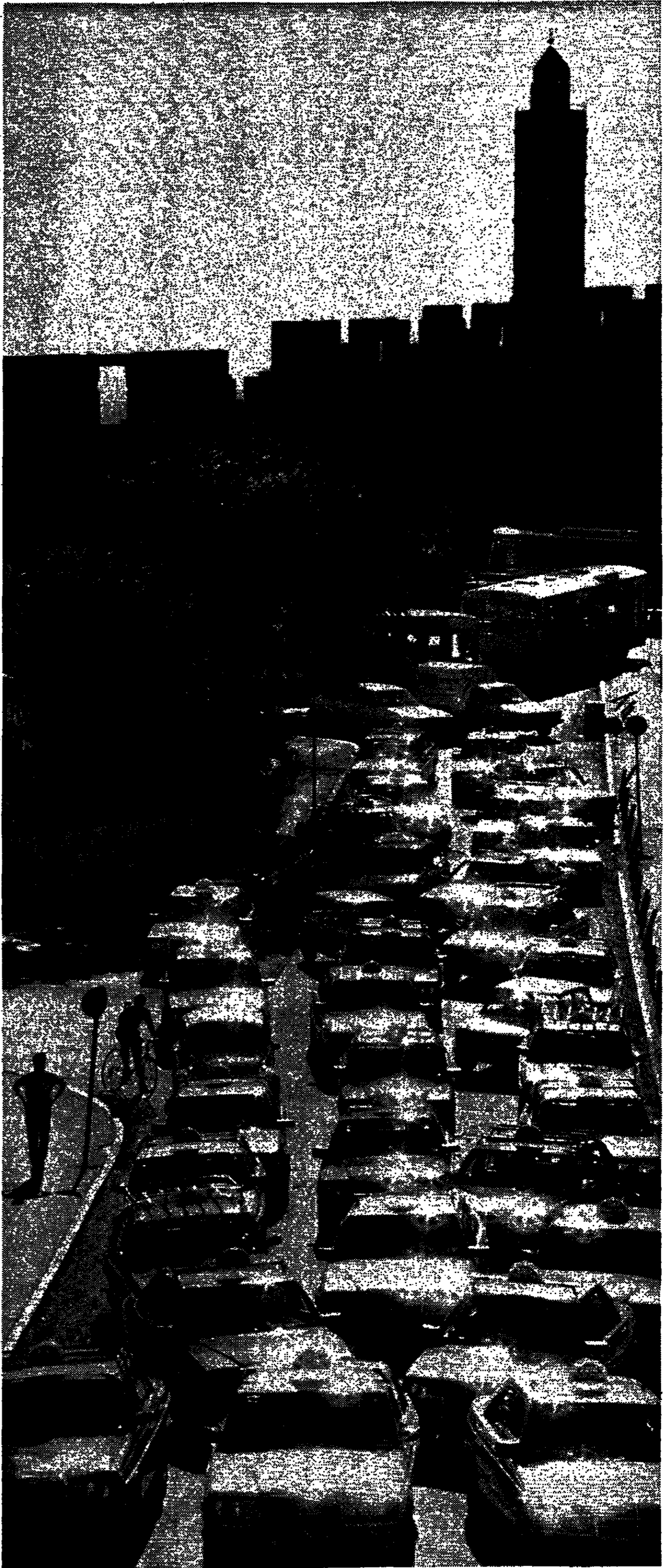
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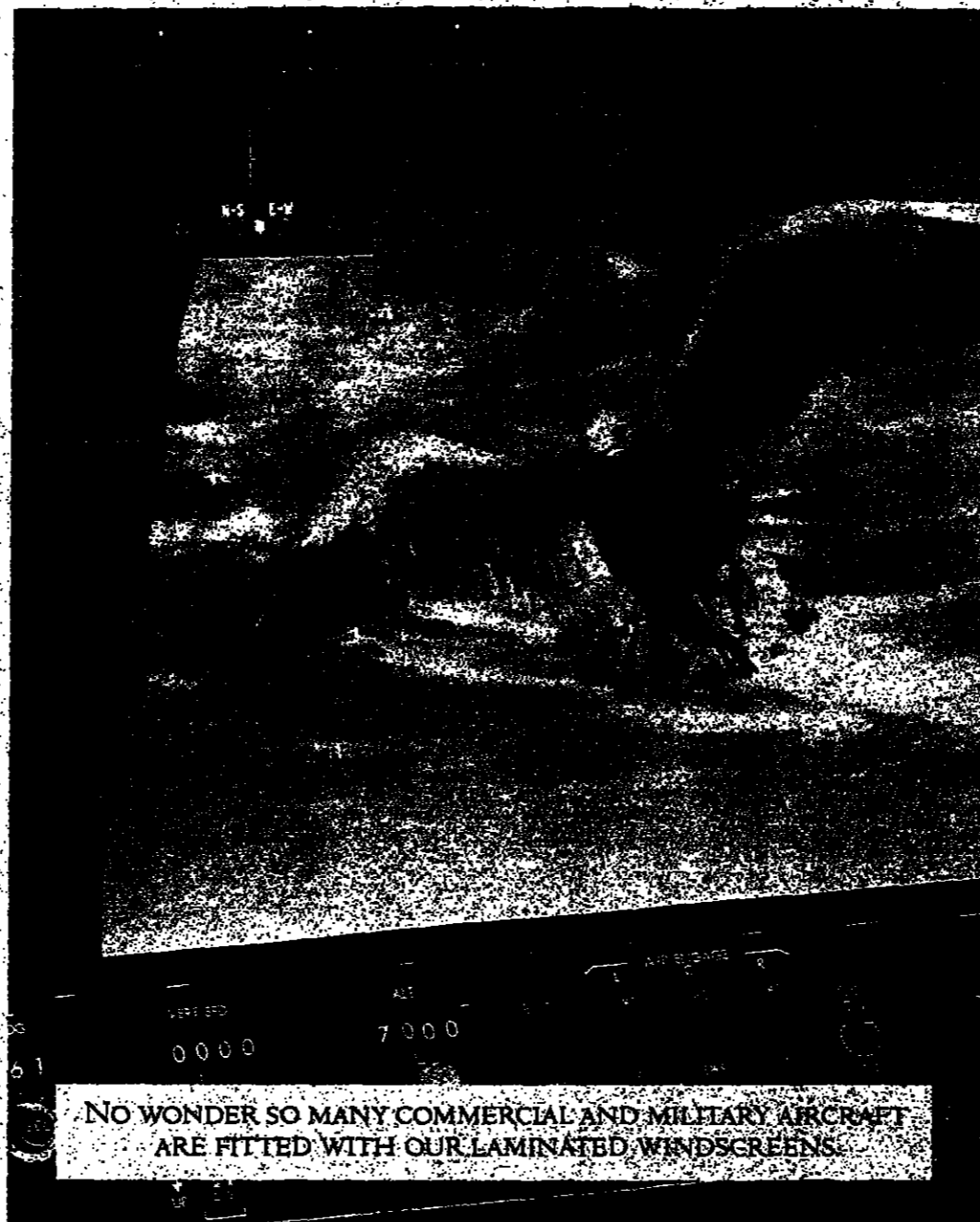


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UK NEWS

BAe set to cut further 1,200 jobs by 1990

Byona McEwan
BRITISH AEROSPACE is to eliminate another 1,200 jobs by late 1990. This is in addition to the cuts announced over the past few weeks.

Talks open on Ulster devolution

BY OUR BELFAST CORRESPONDENT
MR TOM KING, the Northern Ireland Secretary, met senior members of the nationalist Social Democratic and Labour Party yesterday for crucial talks on the prospects for devolved government in the province.

Department agrees £62m development for oil field

BY FINANCIAL TIMES REPORTER
THE DEPARTMENT OF Energy yesterday approved a £62m development plan for the Don Field in the northern section of the North Sea.

Banks show moderation in pace of lending

In Brief
A moderation in the pace of bank lending in February was confirmed in figures published by the Bank of England yesterday, writes Ralph Atkins.

Shell upgrades refinery to cut cost of unleaded fuel

BY STEVEN BUTLER
SHELL UK is spending £60m to upgrade its Stanlow Refinery at Ellesmere Port, Cheshire, to meet the high-quality petrol requirements associated with unleaded fuel.

Shell upgrades refinery to cut cost of unleaded fuel

The Government has lowered excise duties on unleaded fuel relative to leaded fuel, and consumption is expected to increase rapidly. After leaving out lead additives, however, basic fuel stock needs considerable upgrading to deliver the same performance.

Phase one of vast docklands project unveiled

BY ANDREW TAYLOR
OLYMPIA & York, the Canadian property and resources and group owned by the Reichmann family, yesterday unveiled plans for the first phase of what it claims will be the world's largest commercial development at Canary Wharf in London's docklands.

Heron to sell Pima

Heron International, one of Britain's largest private groups, is negotiating to sell its US savings bank subsidiary, Pima, based in Tucson, Arizona.

Chapman leaves ECGD

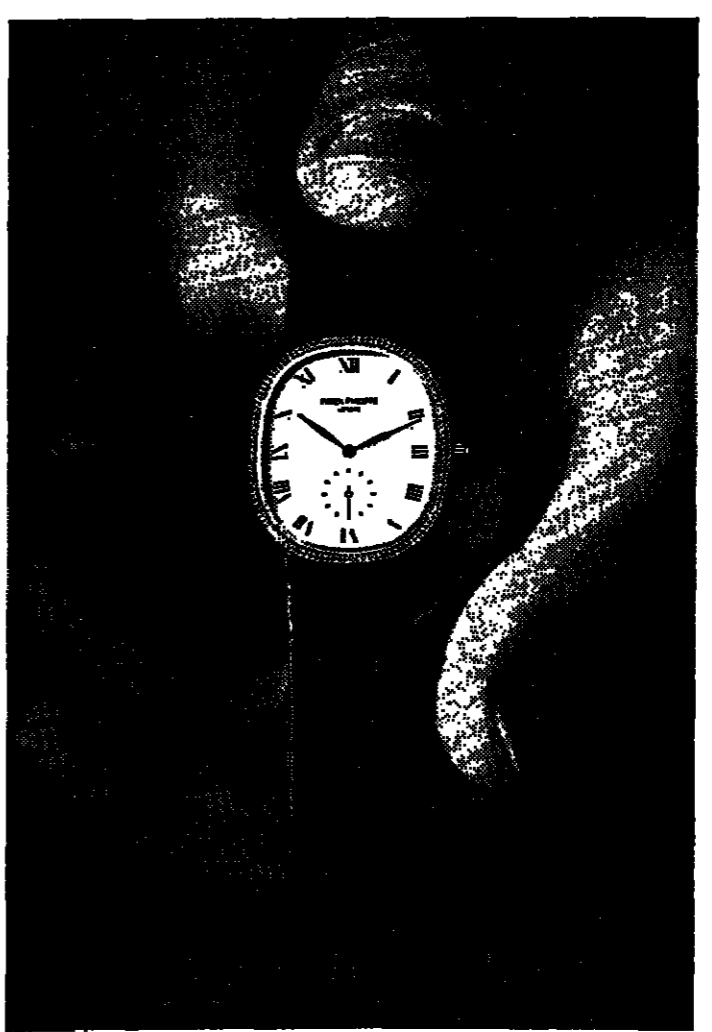
Mr Fred Chapman, principal financial officer at the Export Credits Guarantee Department (ECGD) and the official responsible for negotiating far-reaching reforms to Britain's export credit system last year, is to leave the department in May to take up a three-year secondment as European Corporate Treasurer of Vartiy, the farm equipment concern.

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Civil service pay offer criticised as 'inadequate'

BY JOHN GAPPER, LABOUR STAFF

THE Treasury yesterday unveiled a 4 per cent pay offer to 320,000 middle and junior grade civil servants which is likely to provoke calls for industrial action. This follows the Government's decision to impose local pay allowances without agreement.

The pay offer to clerical, typing and secretarial grade staff, which includes a minimum flat rate weekly rise of 55p, was accompanied by an offer of increases in London weighting allowances giving a new maximum of £1,680.

The pay offer to members of the CPSA and NUCPS civil servants' unions was criticised by Mr Leslie Christie, NUCPS general secretary, as "completely inadequate." It is also likely to meet fierce opposition from the CPSA, which has left-wing leadership.

A CPSA pay conference in December voted to seek an all-out strike of its members if the Treasury did not meet a pay claim including a 25s a week rise, the introduction of a 35-hour week and a minimum weekly wage of £124.

The Government is determined, however, to keep pay costs strictly within spending limits, while seeking additional flexibility in pay structures to deal with local recruitment and retention difficulties.

The Treasury said yesterday that it planned to impose a system of local pay additions from June 1, after seeking submissions from Government departments, despite the rejection of such a system by both the NUCPS and the CPSA.

Last year's pay award of 4.5 per cent to clerical, secretarial and typing grades was imposed on staff after a prolonged campaign of regional and selective strikes that ended in disagreement between the two unions over tactics.

The pay offer, which would cost the Treasury £106.5m to implement, will be considered at meeting of the NUCPS national executive today. Mr Christie said that he would be recommending its rejection.

The London weighting allowance offer to civil servants working in the capital provides for new rates of £1,580 in inner London, £965 in an outer zone and £705 in an outer zone - increases of £153, £39 and £84 respectively.

The pay offer would give increases of 55p a week to about 160,000 junior grade servants in the administrative officer and administrative assistant grades. A 4 per cent rise would apply to those in more senior positions.

Opposition accuses Tories on advertising

By Peter Riddell, Political Editor

THE OPPOSITION Labour Party has accused the Government of using public money for party propaganda and lodged a formal complaint with the Independent Broadcasting Authority.

Mr Tony Blair, Labour's trade spokesman, has written to Lord Thomson, the chairman of the IBA, expressing "deep concern" about the Government's use of television advertising to promote Government policies and programmes.

He claims that a recent television advertisement on what the Department of Trade and Industry has called its enterprise initiative - talking of "a new drive behind British business" and "benefits felt in almost every area of commerce" - represents a "valuable judgement of a political nature and cannot be described as 'imparting factual information'" as stated by the IBA's guidelines on Government advertising. The IBA also has a statutory duty of impartiality.

Mr Blair's letter comes at a time of growing parliamentary concern over the sharp rise in Government spending on advertising, especially by the DTI. The public accounts committee is considering whether or not to hold a formal inquiry into the issue, with an investigation by the National Audit Office.

In his letter Mr Blair says it is "a disgrace that taxpayers' money is used to fund such party propaganda." It is especially important for these matters to be raised now when the Government is gearing itself up to spend millions of the public's money to promote the Conservative case on social security, electricity privatisation, and the numerous public relations stunts of Lord Young at the Department of Trade and Industry. These campaigns must be carefully scrutinised to ensure that only facts, not Tory propaganda, are advertised.

He points out that Government advertising has risen from over £20m in the years 1985-86 to well over £100m in 1987-88 and is set to rise further. DTI advertising has increased from £2m to over £12m in the same period.

Mr Blair says that it is "no coincidence that the areas of the largest increase in spending are those of most political sensitivity for the Government - employment, DESS (the social services) and DTI."

He says that, in particular, the DTI's campaign on the enterprise initiative "has strayed far over the line between informing the public to the public and peddling propaganda."

Jaguar unions agree to suspend strike threat

BY CHARLES LEADBEATER, LABOUR CORRESPONDENT

JAGUAR, the luxury car maker, yesterday agreed not to implement a productivity deal after leaders of its manual unions agreed to suspend their threats of industrial action.

The deal was due to take effect from April 6 and was set to increase productivity by 7.5 per cent to lift output to 1,300 cars a week.

The reciprocal moves were intended to allow more time for talks over the company's plan which is aimed at lowering unit costs through moving to higher volume production.

The company says the higher volume is needed to meet demand in Europe and the Far East, as well as to be competitive in the US market in the light of sterling's strength against the US dollar.

The talks began earlier this week, after the 4,000 workers at the company's Browns Lane assembly plant in the Midlands voted by two-to-one for a strike over the issue.

The company wanted to introduce the faster production line speeds from after the Easter holidays, with production rising over the following five or six weeks from a rate of 55,000 cars a year to 60,000.

Workers at the company's painted-body and engine plants, at Castle Bromwich and Hafford in the Midlands, have already accepted the higher production targets.

The unions have said they want a pay rise to compensate for the higher productivity. But their main objections are that the higher production targets were introduced without prior consultation and, despite the recruitment of about 600 assembly line workers over the last year, there are not enough workers to meet the new targets.

Under Jaguar's collective bargaining procedures the unions would have to give the company five days' notice before going on strike. The unions would have to take industrial action by April 21 to avoid losing their mandate under trade union legislation.

Premier advances flotation plan

BY LISA WOOD

PREMIER BRANDS, the group which produces Typhoo teas and Chivers Hartley jams, reported a pre-tax profit of £18m for the calendar year 1987 compared with \$9.2m in the previous year.

The company, set up in 1986 after a \$97m buy-out from Cadbury Schweppes, the soft drinks and confectionery group, plans a public flotation next year.

Mr Paul Judge, chairman of Premier Brands, said the development of the business had enabled these plans to be brought forward from 1990.

Trading profit for 1987 was £24.5m, a 51 per cent increase over 1986 which, with reduced interest charges, substantially increased interest cover.

Turnover was up by 12 per cent from £280m to £315m.

The return on sales was 7.9 per cent, achieving said Mr Judge, the company's objective of matching the UK food industry average.

Mr Judge said trading profit, together with further reductions in asset levels, contributed to a cash inflow from operations of \$43m, more than covering the company's tax and interest payments and its acquisition expenditure.

This, on top of the £41m inflow of 1986, enabled the company to refinance its original buyout borrowings during the year. This financing package, he said, gave the company scope for future acquisitions.

Four acquisitions were made in 1987. In line with the company's strategy of concentrating on its core businesses of food and beverages, these were Glengettie Tea, Ridgways, Newtime Food Products and British Fish Canners.

Strategic acquisition have continued in 1988 including the Jersey Trading Corporation, Raly's largest tea packer, worldwide rights to the Allison brand name on biscuits and breakfast cereals and the London Herb & Spice Co.

Mr Judge said 1988 had started well and Premier planned to be a bigger business by the time of the flotation.

Guinness decision seen as boost for Takeover Panel practices

BY CLAY HARRIS

SELF-REGULATION lives to fight another day. Despite the narrow focus of yesterday's High Court ruling, the outcome was a victory for the more interventionist line taken by the Takeover Panel in the wake of the Guinness affair.

For the second time in 15 months, the panel appears to have emerged unscathed from an encounter with the legal system which could have proved fatal to Britain's largely voluntary system of regulating takeovers.

The judgement was viewed in the City of London as adding a new dimension to takeover practice, because it sanctioned the panel's unprecedented intervention in a bid 18 months after its conclusion and while a Department of Trade and Industry inquiry

into Guinness was still underway.

Mr Simon Metcalfe, a corporate finance director at County Natwest, said: "It seems to be extending the areas in which the panel can exert its authority." However, Mr Antony Beevor, the panel's director-general, was reluctant to extrapolate from the case at hand. He said: "I don't want to exaggerate it because the point about Guinness was that it was a slightly special case: are we right to proceed outside a bid situation while the DTI inspectors are in?"

The case which led to yesterday's ruling was a logical extension of the Appeals Court judgement in December 1986 which held for the first time that the panel's decisions were liable to judicial review, but only based on the way the

panel applied its own rule book, the Takeover Code.

Yesterday's judgement shed on this narrow procedural issue. The court rejected Guinness's contention that the panel reached its decision unlawfully and unfairly. "That's what judicial review all about," commented a John Walker-Haworth, who was director-general when the panel made its ruling last year.

Legal issues aside, however, the panel has taken a much tougher line with bid protagonists in the wake of the Guinness affair. One merchant banker said the panel was showing more perseverance in its inquiries, and not shrinking from demanding information and action, when it formerly had relied much more on gentlemanly negotiation.

Raymond Hughes looks at the proceedings and outcome of a judicial review

High Court upholds ruling on illegal share dealings

THE High Court yesterday upheld last September's City of London takeover panel decision that, in the closing stages of its £1.7m takeover battle for Distillers in 1986, Guinness took part in an illegal concert party purchase of 10.6m Distillers' shares.

The court also ruled that the way in which the panel had reached its conclusion that Guinness had breached the City Takeover Code was not open to criticism.

Guinness's application for a ruling that the panel had acted unfairly and unlawfully was dismissed with costs. The company is to consider an appeal.

The panel said it would not consider the consequences of its decision - which could involve Guinness having to pay extra money, variously estimated at between £30m and £200m, to former Distillers' shareholders - until after any appeal.

Guinness had sought judicial review of the panel's decision, which involved the court having to decide whether the panel had dealt with the matter fairly and properly in accordance with established legal guidelines.

Guinness had complained that the panel had reached its decision on inadequate evidence - none of those principally involved in the alleged concert party having given evidence - and refused to adjourn the matter until after publication of a report into the Guinness affair by Department of Trade inspectors, or to give Guinness more time to prepare its defence.

Lord Justice Watkins said that Guinness had not been denied its right to be treated fairly and there had been no procedural impropriety in the way the panel dealt with the matter.

"There was sufficient evidence to allow the panel to decide as it did," the judge said.

The case concerned 10.6m Distillers' shares bought for £75.6m towards the end of the bitterly

fought battle for Distillers between Guinness and Argyll Group. The price was substantially higher than Guinness' alternative cash offer.

The shares were bought by Cazenove and Co, one of Guinness's stockbrokers, for Pipetec, a Swiss finance company and a wholly-owned subsidiary of Bank Leu, a Zurich bank.

Samuel Montagu & Co, advisers to Argyll, asked the executive of the takeover panel to investigate the purchase and the executive asked Guinness for an assurance that there had been no concert party between Guinness and Pipetec. The response was a letter on April 17 1986, from Mr Olivier Roux, then Guinness finance director, saying: "We have made no financial arrangements with the purchaser with respect to such shares."

Lord Justice Watkins said the document that figured most prominently in the case was a letter dated April 18 1986, written by Pipetec to Mr Thomas Ward, then a Guinness director.

The Pipetec letter, a copy of which appeared to have been signed on Guinness's behalf by Mr Ward, confirmed that Pipetec had purchased the Distillers' shares on Mr Ward's instructions. The letter stated that Guinness undertook to pay Pipetec an "up-front arrangement fee" of £47,550 and to repurchase the shares from Pipetec for the original purchase price plus commission, fees, taxes and other costs.

Lord Justice Watkins commented that the present Guinness board was still not convinced of the authenticity of that letter. For one thing it was said that Mr Ward had been in the US at the time the letter must have been signed.

The judge said that Guinness could not be criticised for seeking judicial review.

"I think the new board of Guinness is deserving of sympathy in its endeavours to deal with an

awful inheritance in the interests of the future of Guinness, its shareholders and anyone who may claim to be adversely affected financially by the manner in which Guinness took over Distillers."

The vast implications of the additional burden which will be cast upon it by the decision of the panel, if it is not set aside, seem to the directors to be just about the last straw."

Guinness bid argued that there was no precedent for a panel investigation 18 months after the outcome of a bid or for the panel deciding that a concert party existed without the people alleged to have conspired it giving evidence to the panel.

Lord Justice Watkins said it could not be ruled that "the main actors" of the Guinness side had not given evidence and that the panel did substantially rely on hearsay evidence.

Although the panel had been "inconsiderate" in refusing Guinness an adjournment to enable it to present its case better, the judge was not satisfied that better presentation would have persuaded the panel to a different decision.

Nor did the judge consider that the panel had been unreasonable in refusing to enable it to present its case better, the judge was not satisfied that better presentation would have persuaded the panel to a different decision.

As to the panel's report of the September hearing, Lord Justice Watkins said that it had to look at the quality of the evidence at the panel's disposal and Guinness's capacity to do a least cast doubt on, if not rebut, the allegation that the Distillers takeover had been effected in breach of the Code.

"In the unfolding drama of the Guinness affair, the final casualty must not be fair play which in the process of decision-making must always prevail.

"I do not believe that Guinness... was denied its undeniable right to be treated fairly. Lord Justice Watkins said.

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UK NEWS

Japan views UK as door to Europe, new envoy says

BY ANTHONY MORETON, WELSH CORRESPONDENT
JAPAN will step up its investment in the UK to take advantage of the integrated European market...

19 new arrivals taking the number of concerns to 70. More than 21,000 people were employed by Japanese companies.
He said the companies came because of high productivity levels, labour cost advantages and an adaptable workforce...

Nissan opens Tees import dock

BY IAN HAMILTON FAZEY, NORTHERN CORRESPONDENT
NISSAN will start exporting cars in November from its Washington factory in the north east of England...

Up to 7,000 of the British vehicles will be exported to mainland Europe via Amsterdam on Nissan ships which will use Tees Dock to unload imports.
Nissan plans to export 40,000 Bluebird saloon cars a year from Washington by 1990, followed by 60,000 Micras a year by 1992...

Barings shows profit despite share crash

BY DAVID LASCELLES, BANKING EDITOR
BARINGS, the privately-held London merchant banking group, weathered last year's slide in the equity markets without suffering any operating losses...

Sir John said he was satisfied with the way that Barings' various lines of business were developing. The banking and capital markets increased their activity, and corporate finance handled a record number of transactions.
Funds under management were unchanged at £1.1bn. The group's gilt-edged dealing operation lost money because of intense competition...

Tighter rules to govern audits of small companies

BY RICHARD WATERS
THE AUDITING of small companies will become much more stringent following two developments designed to crack down on low-quality auditors.
The first development is a decision by the Auditing Practices Committee to outlaw a form of audit report widely used by auditors of small companies...

which is what they have been doing up to now," he said.
The second change stems from plans by the accountancy bodies to monitor their members' work. This follows a request from the Government for assurance about the quality of auditing...

International Appointments
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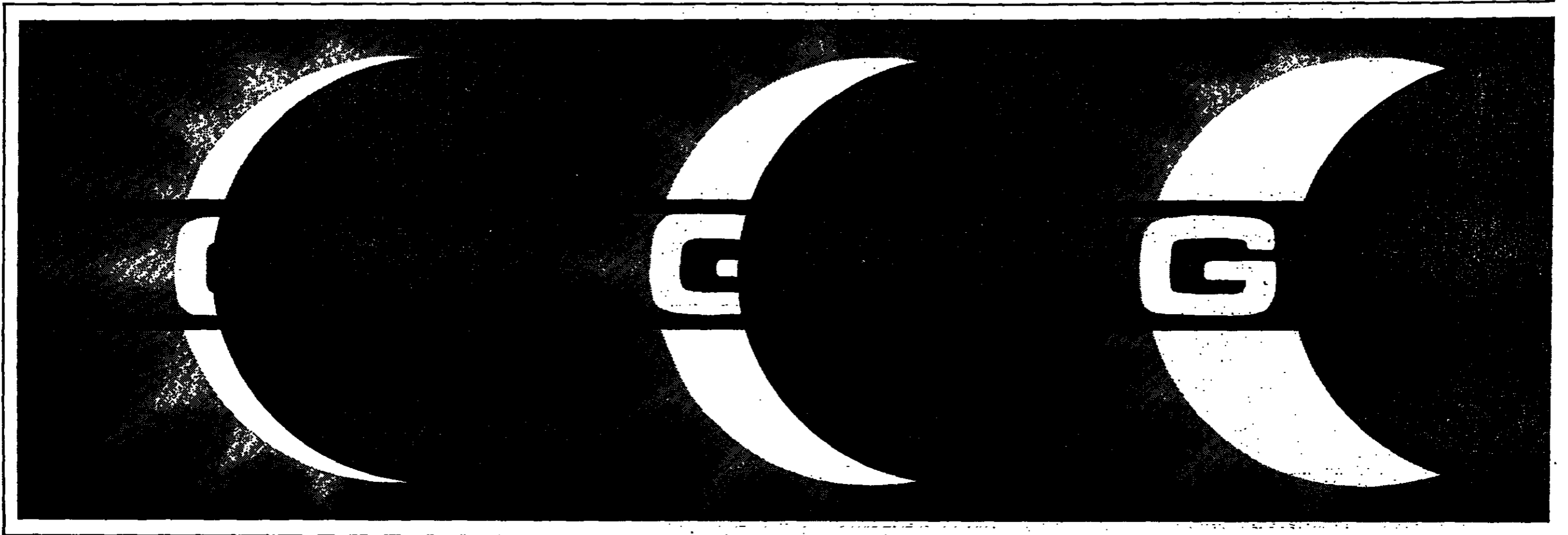
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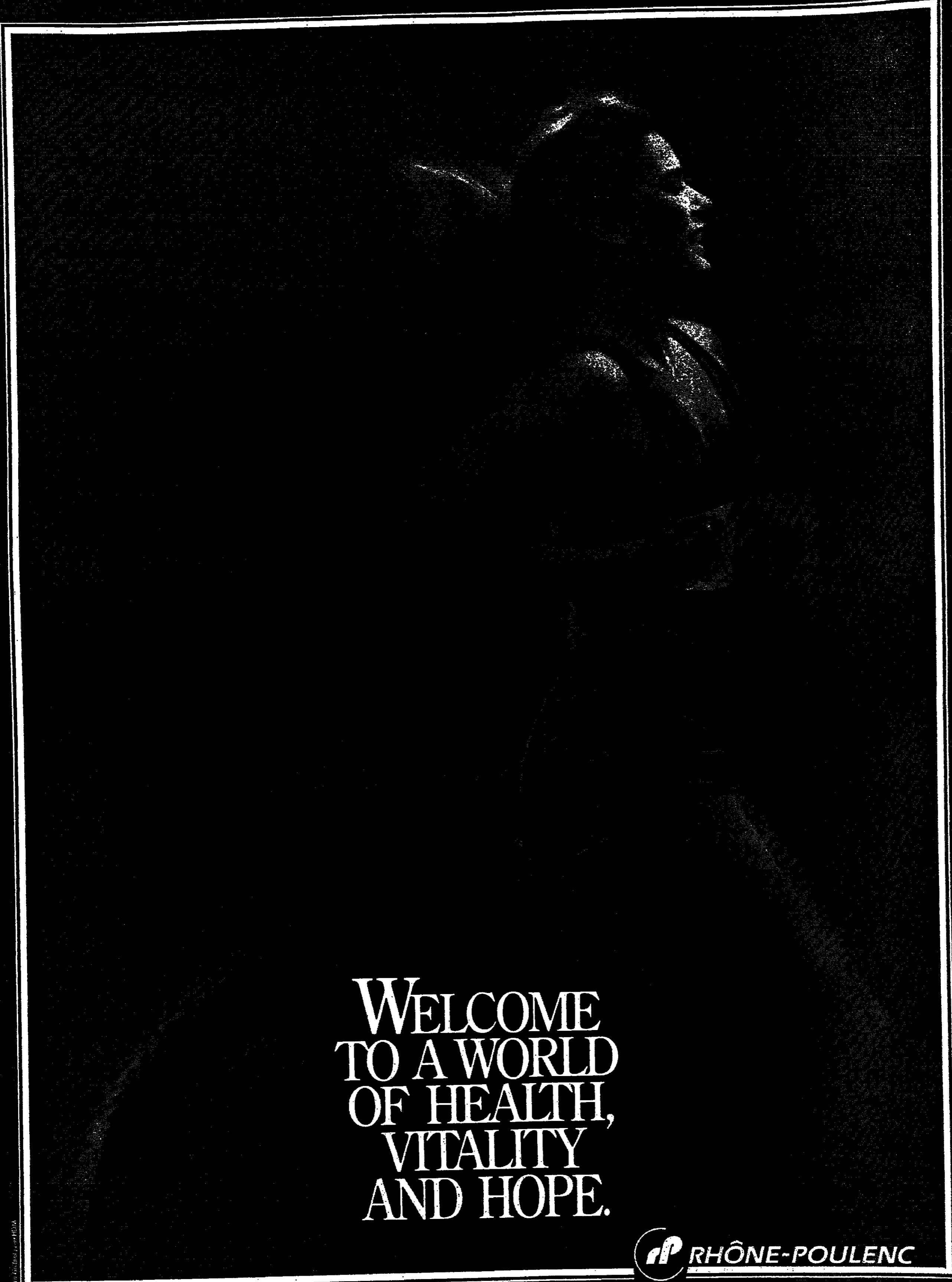
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Handwritten text in a box, possibly a signature or date.

TECHNOLOGY

ALL EYES in the US steel industry are turned towards Crawfordsville, Indiana, this year as a small steel company builds a plant commercialising a much-debated new technology which could have repercussions throughout the steel market.

If it is a success, the US \$250m plant will enable its owner, Nucor Corporation - a South Carolina-based mini-steel company - to force its way into the lucrative flat products sector of the steel market, an area which, because of high investment costs, has been closed to the growing band of mini-mills in the US.

The centrepiece of Nucor's plant - a thin-slab casting machine developed by West German plantmaker Schloemann-Siemag (SMS) - is expected to lead to significant savings both in investment and production costs, thus opening up the flat products sector to the smaller steel companies.

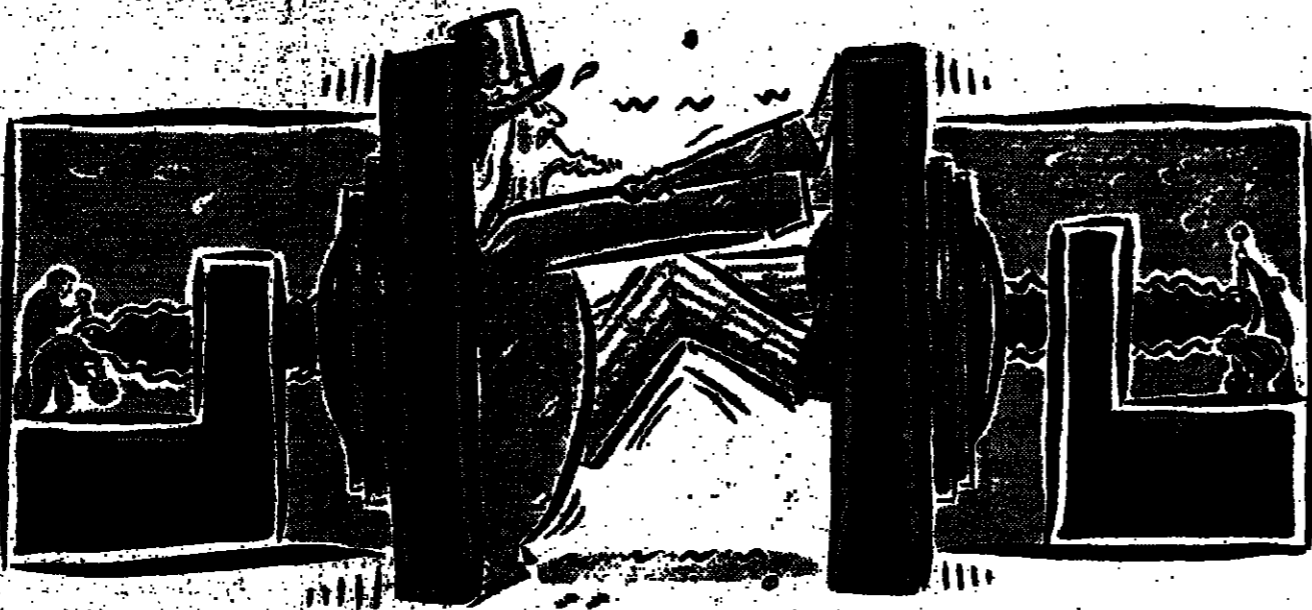
Nucor is in the vanguard of an expanding army of cost-efficient steel mini-mills in the US. By making one or two low-grade products - such as construction steel - more cheaply, these companies have wrested this market sector from the integrated steel giants. An assault by the mills on the 42m-tonne, US flat products market, the biggest and most profitable sector of the steel market, could significantly change the balance of power in the industry.

Nucor's mill has a capacity of only 800,000 tonnes a year, but two other mini-mills have already said they will follow the company's lead if its new project proves successful, and even the big integrated mills have been prompted to contemplate the technology.

"The new plant is more likely to nibble round the edges of regular steel demand at first," says John Jacobson, steel analyst at Wharton. Economists in Pennsylvania. "Nucor has got way to go before it can compete with the big mills." But he concedes that the new technology does have the capability of altering the cast of the die in the industry over the long term.

By producing steel slabs much thinner than conventional products - two inches as opposed to 10-inches - thin-slab casting is expected to sharply reduce production costs. Ken Iverson, Nucor's chairman is predicting that cost savings will take \$50 to \$75 per tonne off the estimated \$300 a tonne it costs the big companies to make hot steel bands.

Thin-slab casting eliminates many of the interim rolling processes it takes to reduce a slab to the final 1/8 inch thickness of hot steel bands. For this reason, savings can be made in energy and manpower costs. With a flexible, non-union workforce, Iverson estimates that the company will be capable of producing steel with 1 1/2 man hours per tonne as opposed to the industry's existing average of 4 1/2 hours per tonne.



Crushing blow for US steel giants

Deborah Hargreaves explains how West German plant lets mini-mills move up-market

son estimates that the company will be capable of producing steel with 1 1/2 man hours per tonne as opposed to the industry's existing average of 4 1/2 hours per tonne.

Nucor is very much a pioneer, with its plant marking the culmination of the industry's 100-year search for a successful thin-slab casting technology. But this is not a role that bothers the unpretentious Iverson. "I don't feel it's a big risk; I think it's an exciting process and we feel very confident we can make it work successfully," he says.

Iverson has built Nucor into the most prominent mini-mill group in the US, adding a new facility almost every four years since the early 1970s, and exploring the latest technology in a bid to maintain a cost-effective operation. With output from its four plants touching 1.2m tonnes last year, the company is easing its way into the top ten US steelmakers.

"Nucor has been able to operate at very high rates and has been able to make a lot of money with very little long-term debt," explains Jacobson. The company has been able to finance its expansion internally, an achievement he describes as a "unique experience" within the industry.

Indeed, as big steel businesses in the US have undergone a painful process of cuts over the last few years, the mini-mills have kept themselves lean and efficient. Until now, however, the mini-mills, which melt scrap in electric arc furnaces instead of using the more costly blast furnace process, have been able to make only fairly low grades of steel.

Traditional mini-mill products include reinforcing bars used in construction, and other shapes and angles - a business with very low margins that the big

completed while the steel is liquid, the facility leads to significant savings in energy costs.

Once the slab emerges from the caster it is kept in an equaliser furnace to ensure it remains at an even temperature before it moves to the rolling mill. Conventional methods cool a slab and then reheat it before rolling. But in the SMS process the thin slab remains hot, passing through a heated tunnel to the strip finishing mill.

Because of the thicker size of current slabs, they are rolled many times by passing them through a roughing train before moving to a finishing mill. Thin-slab casting dispenses with this method so capital investment costs for a CSP plant are projected to be

18 per cent of the investment needed for a conventional process - although the CSP plant is on a much smaller scale. In addition, operating costs for a CSP complex are estimated to be almost half those of a much larger, conventional plant.

In its pilot plant, SMS has managed to cast a wide range of steel grades successfully, even several usually problematic alloys. But Fastert stresses the need for further development work on some of the more high quality product grades.

Fastert is looking forward to seeing the caster in operation commercially, stressing the implications it has for steel manufacturing. "There is a chance it will change the entire set-up of the industry," he says.

Rolling on towards big energy savings

IN 1867, Sir Henry Bessemer, one of the pioneers of the steel industry, received a British patent for thin-slab casting. But it took almost 100 years for the industry to perfect a method of continuously casting steel - pouring liquid steel into a moving mould. Since then, the race has been on to develop a thin-slab casting process of the type Nucor is now planning to commercialise.

"It's a very simple idea," says Herbert Fastert, president of SMS Contast, a subsidiary of the West German company which developed Nucor's thin-slab caster. "For many years, however, the execution of it proved impossible," he adds.

SMS is not the only company to have been working on thin-slab casting - or Compact

Strip Process (CSP) as the company calls it. "It was a hot steel. Literally every company in the world has been attempting to build this," says Fastert. But his company hopes it has stolen a march on its competitors with its process - which is due to start on a commercial basis at Nucor's Indiana plant next year.

The new strip caster involves a specially developed mould with a funnel-shaped opening, which is 7-8 inches thick at the top and 2 inches thick at the bottom. Liquid steel is poured through the mould and into a strand shell that is much like a conventional continuous caster.

The slabs produced are two inches thick instead of the conventional 10 inches and, since much of the slab reduction is

mills have been willing to concede to their aggressive competitors. But thin-slab casting could change all that by enabling the mills to move into flat products, albeit initially at the lower quality end of the market.

Iverson says he has already had a lot of interest from "any number of customers." He insists Nucor is not interested in entering a price war with the big mills in the flat products arena. "A lot of business is still taken by imported steel and we hope to compete with that," he states.

During its first several years of operation, Nucor's new plant will be excluded from the market for high quality sheet used in car body panels, the most quality-conscious sector of the flat products market. Iverson, however, is confident the facility will eventually gear up to the level required by the car-makers. It will do this by securing a supply of high quality scrap or by using an iron-rich feed stock called Direct Reduced Iron.

The high quality end of the flat products market is one with high margins and much coveted by big steel companies in the US. These have made a substantial investment in the past few years in response to greater quality demands from car manufacturers.

"Needless to say, every large steel producer is in contact with us to evaluate our product," says Herbert Fastert, president of SMS Contast, the US arm of the West German plantmaker. "Several companies in the big ten are seriously studying the conversion of some of their excess melting capacity to this method."

But the \$250m investment in a thin-slab caster is not one to be made lightly in the financially starved steel industry. "People are watching Nucor with bated breath to see if it is the success we say it is," says Fastert.

Nevertheless two other mini-mill groups, North Star Steel, a Minneapolis-based member of the Cargill group, and independent Birmingham Steel, have already signalled their intentions of following Nucor's lead. Birmingham has made clear its plan to seek a partner for a flat products joint venture.

Both companies will be watching eagerly the start-up of Nucor's plant in a year's time - a process that will be difficult, according to Iverson. "It could take some time to get all the pieces functioning at 95-97 per cent reliability, which is the level we require," he says.

The thin-slab casting technique has been tested on a pilot plant operation for the last 18 months. Fastert says SMS has deliberately explored the top and bottom of the caster's range. He is confident that the new plant will perform just as well on a large scale.

Metal Box puts extra life into French sauces

BY MAGGIE URRY

FRENCH COOKS, contrary to popular belief, seem happy to use ready-made sauces and toppings, such as mustard, tomato purée and tomato ketchup. And they, like other nationalities, are no doubt frustrated by the waste involved in the usual packaging systems such as cans and jars, where once opened the product begins to deteriorate.

With this drawback in mind, a company called Cuisine et Conserves des Eglons de France (CCCF) is launching a range of such foods in aerosols developed by Metal Box, the UK packaging company.

The aerosols, which produce a flow of the sauce when the button is pressed with a pump rather than spray action, keep unused food away from the air and thus fresh.

Although more expensive than other types of packaging, the new containers should be

cost effective because less of the contents will be wasted.

Metal Box developed a new lacquer which is used to coat the inside of the aerosol can and does not affect the contents. In the middle of the container is a pleated pouch, developed by Saviro-spray Systems, a US group. Called "Grow Pak", this is filled with carbon dioxide under pressure.

As the sauce is used, the pouch expands, filling the space vacated by the product and so keeping the contents from contamination by air.

Another advantage is that the system does not produce the gases supposed to damage the Earth's ozone layer.

The outside of the aerosol container also has a special coating which enables marketing men to implement striking graphic designs to catch the eye of potential customers.

Barclays applies science to its software designs

BY ALAN GANE

BARCLAYS BANK is taking the plunge into "computer-aided software engineering" (CASE), a new technology which promises to bring scientific method to the art of software development.

It has decided to standardise its software production around a technique called Information Engineering Methodology developed by the consultancy James Martin Associates (JMA).

Essential to the methodology is a set of software tools called the "information engineering facility" (IEF), which JMA introduced in association with Texas Instruments, the US semiconductor manufacturer.

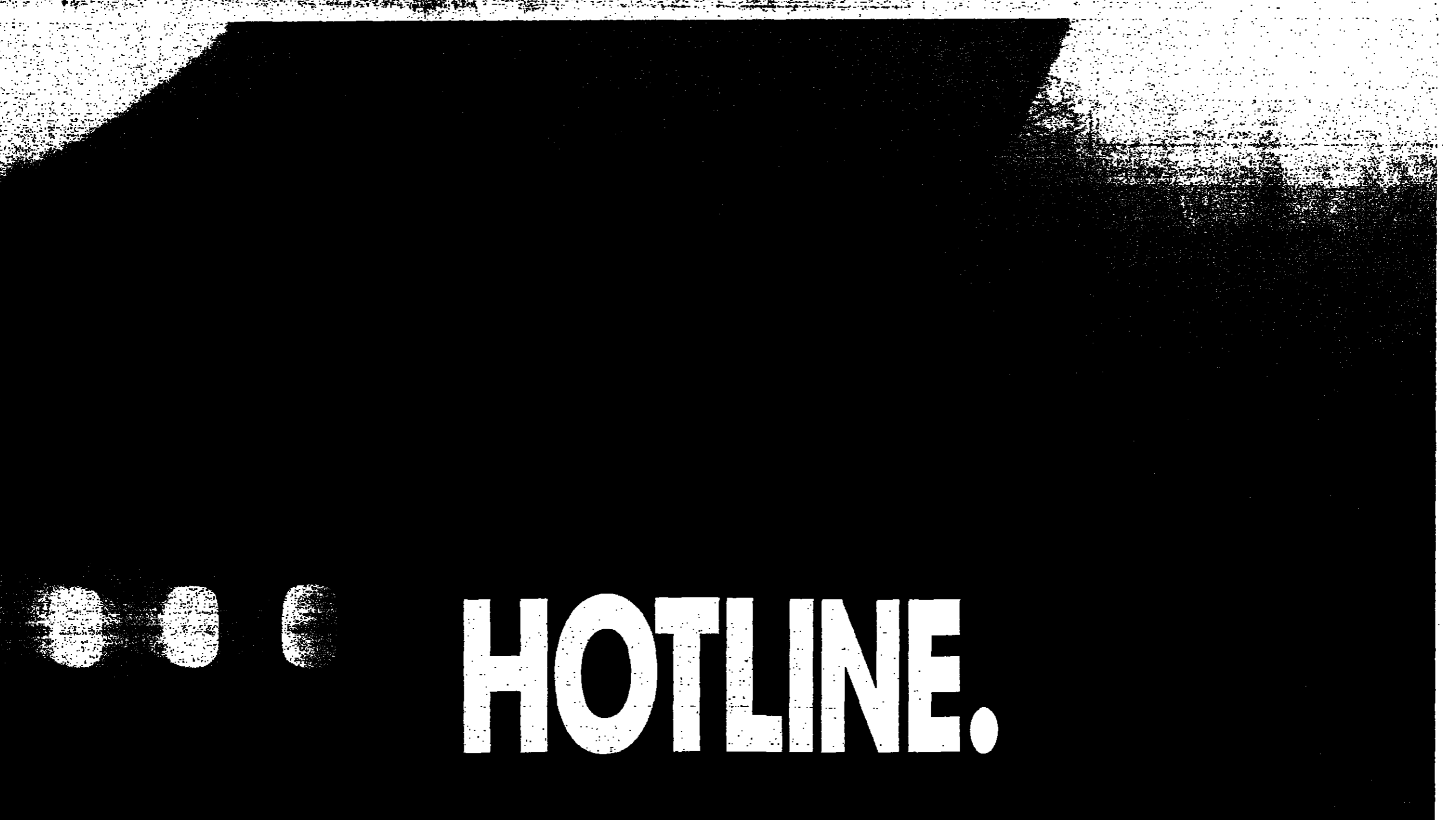
The purpose of the facility is to act as a "software factory" automating the production of software through from the development of the initial specifications to the production of the "object code" which tells the computer system what to do.

Barclays intends to use the methodology first on its "Global Banking Systems" project which will provide the bank with a world-wide branch banking network, replacing its existing system written by Arbat.

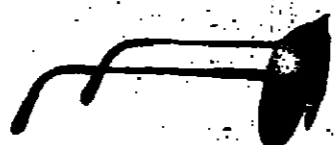
JMA has won a \$250,000 contract for work on the global banking system which includes the IEF.

Don Lonsdale, divisional director for Barclays Central Management Services Department says the decision to standardise on the JMA methodology was taken after a nine-month evaluation of all major systems development methods.

James Martin, a leading figure in the world of computer systems consultancy, has pioneered several of the most important developments in computer aided systems engineering.



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Television/Christopher Dunkley

Pop goes the youth cult

Today the phrase "Elvis The Pelvis" sounds like a joke, but in the 1950s it was a very serious...

As with so many other aspects of the sixties, many who followed rock music at that time thought that they were witnessing the start of a major and irreversible revolution...

byways of the business. Cream rather than the Bay City Rollers, Velvet Underground rather than the Beach Boys...



Mick Jagger: a threat to both sexes in the sixties, and the Pet Shop Boys, darlings of the current pop programmes

Less than ten years later British parents were worried not only about their daughters, but their sons too. Mick Jagger...

The irony is that today, with pop music at its most unthreatening for 30 years, there are more programmes in this area than ever before...

The main difference between TOTP and the others is that the latter is a massive ratings success, still able to attract more than 10m viewers after 24 years...

David Bowie, alias Ziggy Stardust, was both the climax to this movement and the beginning of the end: where Jagger's sexual ambivalence was studiously provocative...

Yet the extraordinary thing is that despite this enormous increase in programmes, there is less variety today than 15 years ago when your choice was limited to TOTP and The Old Grey Whistle Test...

In the case of The Chart Show it would eventually become clear because this series, produced by Keith Macmillan...

From the mid fifties to the mid seventies rock and roll provided a rallying point for rebellious youth. Whatever the musical flavour of the month, whether The Animals or Led Zepppelin...

The Old Grey Whistle Test aimed for quite a different audience. In the style now identified with Top Ten 7 it also runs specialist top ten for fans of soul music...

leather put out to grass as the hostess of a daytime chat show, the pop series are bringing us a succession of pretty young boys with willowy hips and piping treble voices...

music, heavy metal and so on but the fact remains that the central body of material contains the same pop videos - the Pet Shop Boys, Bros and so on - that are shown everywhere else.

There never was much creative input to the pop programmes in television terms: it was always the aim of performers to promote their records and concert tours...

On the female side they are parading a string of teenage bimboes who would make Humbert Humbert tremble in his grave.

That is a predictable reaction to the women's movement, and will no doubt pass, but more important is another predictable change which has not yet occurred.

Despite the present overabundance of pop programmes, despite the fact that millions of teenagers could not care less about pop music...

Gils also elected to use the recitatives - a curious decision in the bow and arrow, symbolic of male sexuality and also of its obverse, violence...

The Musical Comedy Murders of 1940/Greenwich

Michael Coyovany

The Musical Comedy Murders of 1940 by John Strachan is a thriller spoof recently originated in New York by the Circle Rep...

In many ways the show is typical of Mr Strachan's tactical impressionist instincts. The script is much wittier than its obvious "murder in the midnight mansion" models of Agatha Christie...

Simon Cadell and Maria Friedman and keeps her eye on the plot. There is also a glassy-eyed, crossed film director (Tom Bellus) whose work has either been rightly underestimated or never released...

On Monday Bruno Turner, whose services to Renaissance music have been invaluable these many years, conducted luminous performances of Hispanic motets for Holy Week - from Mexico as well as Spain - and a Portuguese requiem mass.

Pro Musica Sacra/St John's David Murray

Lucy Gannon is that interesting and enviable phenomenon: a woman who, having spent the early part of her career doing one thing, turns round and proves she can do equally well at another.

Raping the Gold/Bush

Claire Armitstead

Pre-eminent among them is the bow and arrow, symbolic of male sexuality and also of its obverse, violence, in a society that has lost its context and its self-respect.

Without intending any disrespect to Sophie Thurlfield, who gives a poised account of middle class rootlessness in a Northern industrial town, Sally exists in the context of a power and a pride handed down through generations of working men.

Arts Guide

Financial Times advertisement: "First class service and a professional approach". Includes logo and contact information for London, Brussels, and New York.

Theatre LONDON: The Best of Friends (Apollo), John Glasgow makes probably his last bow...

Travelling on Business in Portugal? Enjoy reading your complimentary copy of the Financial Times when you're staying... in Lisboa at the Alfa Lisboa Husa Hotel, Hotel Meridien, Hotel Novotel, Hotel Tivoli, Hotel Ritz Intercontinental.

NEW YORK: News (48th Street), August Wilson hit a home run, this year's Pulitzer Prize...

CHICAGO: Landscape of the Body (Goodman), John Gurney's 1977 scenic opera...

WASHINGTON: The Search for Signs of Intelligent Life in the Universe (Hoschower), Lily Tomlin repeats her Tony award-winning solo performance...

AMSTERDAM: Royal City (Globe Theatre), The English-Speaking Theatre Company in David Williamson's fast-moving commentary on life in Sydney...

Saleroom/Antony Thorncroft

Back to earth again

After the Lord Mayor's Show... Christy got off to a tremendous start on Monday night when it sold top quality Impressionists and Moderns for £12,540,500...

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Wednesday March 30 1988

NOMURA FOR INTEGRATED FINANCIAL SERVICES Innovative · Flexible · Global

Beazer takes Koppers bid battle to local newspapers

BY JAMES SUEHAN IN NEW YORK

BRAZER, the UK-based house-building and aggregates group which is battling for control of Koppers of Pittsburgh, has sought to quell a storm of local opposition to its \$1.75bn bid by buying full advertisements in the city's newspapers.

In an open letter to the city and employees of the chemicals and materials group published on Monday, Mr Brian Beazer, chairman of the UK company, challenged a wide-ranging Koppers campaign against Beazer and its partners in the bid, NatWest Investment Bank of the UK and Shearson Lehman, the Wall Street investment firm controlled by American Express.

The campaign, which has stirred Wall Street with its vigour and stridency, has enlisted the support of Pennsylvania state officials, from Governor Robert Casey downwards, and local US congressmen, who allege that the takeover could cost some of Koppers' 1,300 jobs in Pittsburgh.

Wall Street fears that Pennsylvania's stand could become a model for the defence of favoured local companies against takeover. "Other states will jump on the bandwagon if Pennsylvania succeeds," says Ms Brenda McCoy, an analyst at PaineWebber.

Mr Beazer's letter is the latest step in a belated effort to head off the Koppers campaign, which has produced a crop of local lawsuits against the bidding group, but has focused sharply on the roles of Shearson Lehman and American Express. The state Treasurer has boycotted Shearson's investment banking services and there have been demonstrations against American Express.

State and city officials accuse Shearson of conceiving the bid for Koppers and bringing it to Beazer. While Shearson is putting up more than \$500m in debt financing, Pennsylvania officials complain bitterly about the \$20m in equity that Shearson has contributed to the bidding group.

Odyssey increases offer for Stevens

By Annette Kalotay in New York

ODYSSEY PARTNERS, the New York investment firm which has taken over the management of Odyssey, is trying to buy the second largest US textile group, yesterday raised its bid to \$64 a share or \$1.14bn.

The offer, which topped an earlier Odyssey bid worth \$61.50 a share, was prompted by last week's announcement of a hostile tender for Stevens shares by West Point/Pepperell, the biggest US-based textile manufacturer.

West Point has proposed to pay \$82.50 per Stevens share in its tender offer, but has also suggested an alternative transaction, worth \$84, if Stevens' management signs a friendly merger agreement by April 5.

Odyssey already has the Stevens board's approval for a merger so it seems to have regained the tactical advantage by offering to match West Point's higher price.

However, the market continued to show scepticism about the possibility that the auction for Stevens would go much higher. The company's share price rose 1 1/4% to \$64 1/4 yesterday morning, suggesting that only a minor sweetening of the \$64 offer is expected.

Odyssey yesterday said its bid was more likely to succeed because of the potential anti-trust problems which might be faced by a combination of the two leading US textile groups.

However, arbitrators who favoured the West Point bid noted that it was not conditional on any financing commitments and that satisfactory proposals for spinning off some of the overlapping businesses had already been worked out.

Even if West Point ultimately buys Stevens, Odyssey stands to profit from the auction. Under its original agreement with Stevens, Odyssey would receive \$17m towards its expenses if the company eventually accepted a West Point bid.

Boost for Swedish group will increase pressure on GEC-Plessey venture launched yesterday

Ericsson set to win more BT orders

BY DAVID THOMAS IN LONDON

ERICSSON, the Swedish telecommunications company, looks set to win a large increase in orders from British Telecom for public digital exchanges.

This will put extra pressure on GPT, Britain's flagship telecommunications equipment joint venture between General Electric Company and Plessey which was formally launched yesterday. GPT dominates most areas of telecommunications equipment sales in the UK.

Mr Richard Reynolds, GPT's managing director, yesterday stressed that one of the joint venture's main aims was to build up its overseas sales, currently running at 20-25 per cent of its £1.2bn (\$2.1bn) turnover, partly through seeking alliances with foreign companies.

He also expects to announce details of job losses among the joint venture's 23,000 workers which will flow from the elimination of overlapping capacity by the end of April.

Ericsson, which makes its public exchange in the UK jointly with Thorn EMI, won about a quarter of the latest tranche of orders announced by BT yesterday and appears on course to win about a third of future business.

Thorn Ericsson had won few orders in the previous two tranches and was widely believed to be experiencing teething troubles in introducing its exchange into BT's network.

Industry observers now believe that Thorn Ericsson will in future win about 1m of the 3m lines which BT is planning to order each year, although the exact pattern of orders will depend on competitive bidding

between the two exchanges. Senior Ericsson executives predicted last June that Thorn Ericsson was on course for 1m lines a year from BT, but the claim was generally dismissed at the time as wildly ambitious.

Future increases in orders for Thorn Ericsson are likely to be seen as a reaction by BT to the reduction in competition for its exchange orders following the creation of the GPT joint venture. GEC and Plessey used to enter separate bids for exchange orders.

Roper supports \$507m GE bid

BY OUR FINANCIAL STAFF

ROPER, the US manufacturer of kitchen stoves and garden tractors, has recommended to its shareholders to accept a \$54-a-share, or \$507m, takeover offer from General Electric. Whirlpool, a competing appliance manufacturer, said it was "disappointed but undeterred" by Roper's switch of support to GE from an earlier takeover agreement with Whirlpool.

Whirlpool said it would press in court hearings beginning next week its claim that it has a defini-

itive and binding agreement to buy Roper. It recently raised its initial offer of \$97.50 a share to \$50.

Roper's board said GE's terms were "clearly financially superior" to Whirlpool's so its shareholders should use the withdrawal rights in the Whirlpool offer to reclaim their shares and tender them to GE.

The shares slipped \$3 1/8 to \$44 3/8 by early yesterday afternoon. All three companies make kitchen stoves with GE domi-

ating the business. Whirlpool has argued that its merger with Roper would create considerably more competition in the market than a takeover by GE.

Roper has a number of attractive large contracts to supply stoves and garden tractors to Sears, Roebuck, the largest US retailer, under its own brand name.

GE, engaged in its first major contested takeover fight, has brought counter-suits against Roper and Whirlpool.

American Stores to sweeten Lucky bid

BY RODERICK GRAM IN NEW YORK

AMERICAN STORES, the third largest US grocery and drug retailing chain, has said it is willing to pay \$50 a share for Lucky Stores if the California-based supermarket group agrees to an "expeditious" friendly deal.

American has begun its original tender offer of \$45 a share but Lucky's share price, up \$1 5/8 to \$50 1/4 in early trading yesterday, comfortably exceeds it. Lucky's board has urged its shareholders

not to tender their shares until it has made a recommendation. Analysts believe the price will rise further, to perhaps \$55 a share, before a deal is clinched by American, Lucky's management - if they decide to attempt a leveraged buyout - or a third party.

Salt Lake City-American has offered, if the takeover is successful, to combine its Alpha Beta stores with Lucky's under the lat-

est's name. The combined business would be run by Lucky's present management under its low-price business strategy. Analysts consider Lucky's management to be independent-minded and therefore likely to fight to retain their full independence.

Lucky and American combined would have annual sales of more than \$2bn a year, making it the largest US grocery retailer.

Leigh charts path to recovery

BY DAVID OWEN IN TORONTO

LEIGH INSTRUMENTS, the Canadian electronic communications supplier which is the subject of a spirited bidding war between Plessey of the UK and the Nova Scotia-based IMP Group, has learnt the hard way that diversification does not always pay.

Mr Richard Reynolds, GPT's managing director, yesterday stressed that one of the joint venture's main aims was to build up its overseas sales, currently running at 20-25 per cent of its £1.2bn (\$2.1bn) turnover, partly through seeking alliances with foreign companies.

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Table with 3 columns: Year, Revenue (£2m), Earnings per share (p), Book value (£3)

Year ends June 30

year for Leigh. Net earnings soared 51 per cent to C\$8.2m on revenues up more than a third to a record C\$52.7m.

When the current bidding war began, the company's sights were firmly set on international expansion. It had assembled a C\$30m war chest to fund a joint venture acquisition in the US or UK and had recently launched an export development programme to sell Shincoza to other Nato navies.

It is this desire to step up international marketing of the company's growing range of defence electronics products which makes a takeover by a global supplier of Plessey's size and calibre so attractive.

From the viewpoint of Plessey, whose bid values Leigh at slightly over C\$100m, the Ottawa-based concern would provide an established window on to the Canadian defence market at a time when Mr Brian Mulroney's Conservative administration is embarking on a 15-year programme of increased defence spending.

BOND Bond Corporation Holdings Limited (through an indirectly wholly owned subsidiary) has acquired G. Heileman Brewing Company, Inc. The undersigned initiated this transaction, arranged the financing and acted as financial advisor to Bond Corporation Holdings Limited. Ocean Capital Corporation New York • Los Angeles • Perth March 1988

Monday 21 March Signing in Amsterdam of £100 million 9 1/8% 1993 Notes issued by BP Capital B.V. guaranteed by The British Petroleum Company plc. Tuesday 22 March Signing of the £40 million Revolving Loan Facility for Hughes Food Group plc. Wednesday 23 March £81 million raised for WBS plc to finance expansion programme through placing of 30 million new ordinary shares. Thursday 24 March Advised Systems Designers on £82 million proposed acquisition of the Seicon Group, creating one of the largest software companies in Europe. Acquisition financed by £72 million rights issue of new ordinary shares and convertible preference shares. In addition Samuel Montagu underwrote £87 million of debt finance. Friday 25 March Advised Glass Glove Group in relation to the agreed £47 million offer by Dryvale. Appointed to advise H.M. Government on the sale of The Crown Suppliers. Syndication closed for £165 million 7 year Project Financing for Shotton Paper Company jointly lead managed with Kansallis - Osake - Pankki to finance a second paper machine in North Wales.

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

George Graham on moves towards a bank capital adequacy standard French win country risk argument

FRENCH BANKS have been embarrassed for years by the apparent weakness of their balance sheets in comparison to their large international rivals. Now, as the Bank for International Settlements moves towards a common standard for measuring banks' capital adequacy in its member countries, the French have won recognition for the element of their capital base which does not show up in most international comparisons...

high level of interbank lending in France inflates the level of assets, and partly because it does not take into account the heavy provisions made by the large French banks, which have historically preferred to build up their reserves rather than pay dividends to a shareholder - the state - which put up no new equity in return. By the end of 1986, French banks had covered an average of 30 per cent of their loan exposure...

Finacor set to rescue suspended broker

By George Graham in Paris FINACOR, THE leading French money broker, has emerged as the likely rescuer of Louis Baudouin, the Paris stockbroker firm suspended from trading earlier this month for "serious shortcomings in its management and supervision."

Toronto Dominion adds to Eurosterling total

TORONTO DOMINION Bank added a further \$75m to this week's heavy Eurosterling bond issuance yesterday as the sector firmed on a rally in sterling. But dealers said the primary market was now looking over-loaded with new paper, \$355m worth has been issued by five borrowers since the weekend. However, the continued availability of swap opportunities means that further issues could not be ruled out before the market closes for the Easter break.

INTERNATIONAL BONDS

Dealers agreed that the issue was badly timed, noting that the market for two-year paper in the sector was already well provided with better quality issues. The other new Eurodollar issue launched on Monday, Credit Suisse First Boston's four-year deal for the European Community, was quoted around its 1 1/4 per cent coupon.

Paris may thin out primary dealers

BY OUR PARIS STAFF THE FRENCH Treasury has named two new banks as "correspondent brokers" in the Paris government bond market, but has placed a threat over the heads of the other primary dealers in the market. The two banks, Caisse Centrale des Banques de France and Bankers Trust of the US, are expected to become full primary dealers at the end of the year, but the Treasury has indicated that it may then demote some of the 13 existing primary dealers, selected for a two-year spell at the end of 1986.

The status of primary dealer obliges a bank to make a permanent market in the full range of French Treasury bills and bonds, and in return gives it the right to make non-competitive tenders at the regular auctions of government securities. Although some dealers - especially the discount houses which had previously specialised in Treasury bills and the stockbrokers' consortia, previously active only in bonds - got off to a relatively slow start, all dealers have been quoting two-way prices on screen for some time now.

World Bank expands US dealer network

By Stephen Fidler, Euromarkets Correspondent THE WORLD Bank has expanded its dealer network in North America through which it issues its so-called Continuously Offered Longer-Term Securities. The programme is two years old and there are \$1.4bn of such notes outstanding, issued through the New York securities dealers.

Norway plans options clearing house

THE NORWEGIAN Government has proposed regulations for options trading which, if passed, will see the creation of an "options central", based at one of Norway's stock exchanges, to serve as a clearing house. Norwegian financial institutions including the Banking, Security and Exchange Commission, the Oslo Bourse and the Brokers' Association have been asked for their comments. The options central is to be established as a joint stock company, the shareholders of which will be restricted to a 5 per cent stake apiece. The proposal also recommends that a security fund of Nkr150m be maintained by the options central.

LEADER IN FRANCE CRÉDIT LYONNAIS HAS ARRANGED F30 BILLION IN MULTI-OPTION FACILITIES FOR 20 MAJOR CORPORATIONS

- HACHETTE
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GROUPE BSN
COMPAGNIE DE NAVIGATION MIXTE
LVMH
MOËT HENNESSY, LOUIS VUITTON
LYONNAISE DES EAUX



Europaper for Finnish groups

By Alexander Nicol TWO FINNISH companies yesterday announced Eurocommercial paper programmes totalling \$300m. The largest, with a total size of \$200m, is for Neste, the state-owned oil and chemicals company. Citicorp Investment Bank is arranging the programme, with Union Bank of Switzerland as the lead arranger.

Canadian bank dispute settled

By Robert Gibbons in Montreal THE CANADIAN Federal Government and the provinces of Quebec and Ontario have signed agreements ending a lengthy dispute over the regulation of securities firms owned by banks. Last year, Ottawa, as part of its programme of deregulating financial services, allowed the chartered banks to own brokers and investment dealers. Traditionally, Ottawa has regulated all domestic and foreign-owned banks, though the provinces have always jealously guarded their jurisdiction over investment dealers.

FT INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for Issued, Maturity, Bid, Offer, and Yield. Includes sections for US STRAIGHTS, FOREIGN STRAIGHTS, CONVERTIBLES, and FLUATING RATE NOTES.

The analytical paradox

Forget the plan — have a strategy

Christopher Lorenz explains why common sense is in the ascendant in securing corporate futures

PHILIP CANDY reckons that his very recent conversion from seat-of-the-pants management to careful planning is playing a major part in his revitalisation of Clifford's Dairy Products...

The paradox was heightened by the venue of the seminar: Ashridge Management College, which lies just north of London. This is precisely the same business school which over the past few months has helped Candy introduce strategic analysis...

The new strategy process has, as Candy puts it, "made us aware for the first time of the strengths and weaknesses of each part of the business, and is enabling us to agree a clear direction for them..."

Who is right? Candy, or the speaker at the Ashridge seminar, management consultant Barrie Pearson?

The short answer is both of them. The clue to this paradox, and its significance for companies of all sizes, comes from Clifford's \$23m turnover right up to, and beyond, Vickers' \$78m (see below) — lies mainly in Pearson's self-confessed exaggeration...

other leading British companies — he has also operated as a short-term company doctor — Pearson inveighs vehemently against the sort of sophisticated planning techniques used for many years by major multinationals, especially in the US.

The few people who really manage their businesses strategically, claims Pearson in a newly-published book on which his Ashridge seminar was based, "use strategic planning techniques not complex planning techniques (these) have become so complicated that they are the preserve of planning experts..."

The chief executive and his team should define a handful of major business development projects...

The result in many companies has been, says Pearson, "the practice of entrusting the planning process not to the chief executive and his team, but to planners working in isolation, especially from line managers..."

He even favours a technique for "mapping" a portfolio of businesses, products or services which is more advanced than the Boston Consulting Group's famous (though much-criticised) "cash cow" matrix.

At Clifford's Dairy Products, Candy has introduced the Boston matrix to augment the more basic analysis techniques introduced by Ashridge...

and market positions of our eight product groups," he says. "Now, just a few months later, it's fascinating to see how they are moving on the grid: several 'dogs' (problems) have already shifted across towards more positive positions..."

This has obvious implications for the allocation of human, physical and financial resources.

Beneath Pearson's seeming schism between the two types of strategy lies his wish to distinguish what he calls "common-sense strategy" — including the judicious use of rigorous analytical techniques — from the sort of "paralysis by analysis" which has gripped many multinationals until recently.

This has given planning a bad name, especially among small and medium-sized companies, but also in larger enterprises which have come to see its dangers.

Pearson is also at pains to differentiate the way the type of strategy is created from the once fashionable practice of entrusting the planning process not to the chief executive and his team, but to planners working in isolation, especially from line managers...

Hence, in sum, Pearson's understandable but misleading use of the word "planning" as a pejorative. His message to Candy and the 40 other top managers who gathered at Ashridge last month — ranging from bosses of private companies with annual sales of under \$10m to the divisional heads of large multinationals — was crystal-clear and decidedly commonsensical.

In order to succeed, says Pearson, companies of every shape and size must manage strategically. That

meant "raising your eyes from today" and creating time to identify and address the handful of issues which really were crucial to your future.

In developing a strategy which the whole organisation supports, Pearson advises top managers to adopt "participative autocracy" rather than true democracy. Together with their team, they should run a rapid "health check" on the company's existing business and then, after evaluating a number of strategic options, write a collaborative but concise "vision for success", or "mission statement" — a

If the vision is passionately shared by the leadership, it creates a crackle of success

one-page description of their communal vision for the company, reduced to "street language" and widely distributed in order to motivate staff. "No business is too small to formulate such a vision," stresses Pearson.

Rather than being the sort of meaningless declaration of "motherhood" virtues which American multinationals spray out at the drop of a hat, the vision statement should be quite precise, commercial direction, rationale and priorities (eg market segmentation, competitive differentiation and target territories), philosophy, policies and values (eg based office/subsidiary relationships), qualitative goals (eg commitment to investment in high technology), broad financial performance targets; and (a very unusual suggestion) future ownership policy.

Advicing chief executives to go for "a quantum (sic) leap" approach to mission-setting, Pearson praises the

sort of leader who stands up and says "We can become market leader in western Europe in the next five years". In Pearson's words "there's nothing wrong with starting with the impossible and turning it into the inevitable". Provided the vision is passionately shared by the leadership team, it creates a crackle of success and an inner confidence among staff that "we're going to get there".

To turn such vision into reality more effectively than do most conventional planning processes, the chief executive and his team should then define a handful of major business development projects — each with action plans which lay down clear accountability and tangible milestones of progress.

Instead of trying to use some dry and anonymous planning routine for the creation of all this clarity and commitment, Pearson urges top managers to conduct annual two-day strategic workshops, with interim check on the progress of development projects.

Such workshops, which "are not just for the big battalions", should be conducted off-site with just the chief executive and those managers who report directly to him (or her). The entire event should be well-prepared, structured and rigorous rather than a semi-structured "jolly". Everyone, including normally reticent managers, should be encouraged to speak their minds, especially about their colleagues — "this is a rigorous prerequisite of management effectiveness," Pearson stresses.

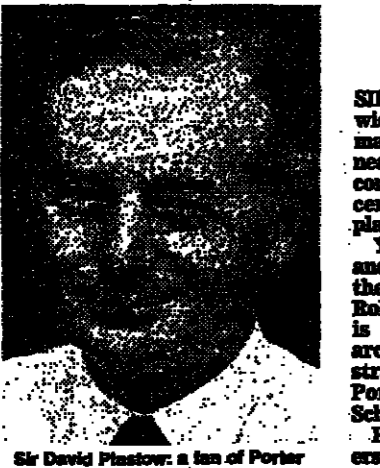
When he polled his Ashridge audience on the holding of strategic workshops, a third said they already practised something of the sort. But barely a sixth did so at least annually, and with the rigour Pearson insists is necessary to the success of



Philip Candy: "Strategy-making is becoming an essential discipline"

such events. One of the few was Philip Candy. By the end of April he will have held three such workshops this year, the last of which will lead to the production of a detailed four-year action plan for Clifford's Dairy Products. To Candy, strategic planning cannot be

just an annual exercise, nor reviews six-monthly. Both must be more or less continuous. "We're now holding business reviews every two months," he says. "In our sort of business, the goalposts are always moving." * Common-Sense Business Strategy. Mercury Books (W.H.Allen). £12.95.



Sir David Plastow: a fan of Porter

Why Vickers believes in Harvard's sophisticated punditry

SIR DAVID PLASTOW is more widely known for his charismatic leadership style and his near-obsession with employee communications than for the cerebral skills of strategic planning.

Yet the dashing chairman and chief executive of Vickers, the British printing-plates-to-Rolle-Royce-care conglomerate, is a self-confessed fan of the arch-pundit of sophisticated strategy, Professor Michael Porter of Harvard Business School.

Plastow and his top managers were using Porter's early

analysis techniques almost a decade ago at Rolle-Royce, before Plastow merged it with Vickers in 1986. And recently he called in the professor to advise his fellow directors on the best bet for Vickers today: whether there is still logic in owning a widely diversified portfolio of businesses.

"Porter had a fascinating influence — he gave us a useful jolt on conglomeratization," says Dr Tony Handberg, Plastow's handling in-house "guru", as the chairman calls him.

In his position as corporate

development director, McCann combines the task of corporate planning with the steering of Vickers's management development: this combination, which dates back to 1968, is the best bet for Vickers.

But it undoubtedly influenced the decision in January to sell the group's business

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But it undoubtedly influenced the decision in January to sell the group's business

It led, among other things, to the painful divestiture of the high-profile Rolle-Royce diesel engine business.

An international competition intensified and became more complex, Plastow and McCann felt the need for further academic input on strategy. Since 1985 they have retained Professor John Stopford, a London Business School expert on multinationals, as an adviser.

Thanks to these actions, and the discipline of the regular strategic planning process (which for most Vickers divisions is still an annual exer-

ise), "the quality of strategic debate is getting better," says Plastow.

But he describes the ability of his divisional heads to think strategically as "variable" and says "we're getting to the point where we need to make line managers more conscious about strategy."

Hence McCann's brief to co-ordinate strategic and business development with the education of managers.

A basic management skills course for all executives already includes training in industry analysis techniques, and a greater number of senior managers than before is being sent off to business school courses. Significantly, Plastow describes the purpose of such programmes as "reheating the disciplines that managers have learned from experience, and making them more internationally aware". As a successful leader who takes pride in never having gone to university, Plastow is far from star-struck by glamorous business school types. But he does value some of their analytical tools and models, as well as their clarity of thinking. And he says their wide experience "provides a well of bloody good ideas".

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Company Notices

Company Notice for SOCIÉTÉ GÉNÉRALE DE BELGIQUE GENERALE. Founded in Brussels by Royal Decree dated 28 August 1922. Registered Office: rue Royale, 36, 1000 Brussels. Trade Register: Brussels no 17.487. The Board of Societe Generale de Belgique are pleased to invite you to attend the Extraordinary General Meeting to be held on Thursday 14 April 1988 at 9.30 a.m. at the company's registered office in rue Royale, 36, Brussels.

Company Notice for GENERAL MINING UNION CORPORATION GROUP ANNUAL GENERAL MEETINGS. The Annual General Meetings of the aforementioned companies (all of which are incorporated in the Republic of South Africa) will be held in the town hall, corner Cecil, Union Corporation Building, 74-76 Marshall Street, Johannesburg, on the date and times mentioned below:

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Advertisement for KE: A/S JYSKE BANK. USD 48,000,000 Floating Rate Notes Due 1994. In accordance with the terms and conditions of the Notes, notice is hereby given that for the 6 months period from October 30, 1987 to April 29, 1988 the coupon amount will be: For 10,000 US\$ will be US\$ 378.53. For 250,000 US\$ will be US\$ 9,463.11.

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UK COMPANY NEWS

Laird makes £32.6m and plans French purchase

BY ANDREW HILL

Laird Group, the diversified sealing systems, engineering and transport company, is to buy CPIO Group from Renault, the French car manufacturer, for FF224.5m (£32.3m) in cash.

Laird also announced pre-tax profits of £32.6m in the year to December 31, nearly 16 per cent up on 1986, when profits were static at £28.2m before tax. Laird shares rose 15p on the news to close at 234p.

CPIO supplies rubber and plastic components and air filters to the automotive industry. It made FF100.7m before tax in 1987.

Renault accounted for 75 per cent of its sales and the French company has agreed to buy a similar proportion of CPIO products for three years after the acquisition. Laird will also work on parts for car models to be introduced by Renault into the early 1990s.

The acquisition, which is sub-

ject to the approval of shareholders and the French Government, will complement Laird's sealing systems division, the major contributor to last year's profits with a 22 per cent increase to £26.1m (£21.4m) before tax.

Operating profits from the service industries division rose to £7.56m (£4.2m), but continuing fierce competition in the transport sector, which builds buses, railway rolling stock and the Metrocab taxi, cut profits to £1.34m (£2.42m).

Group turnover increased to £396m (£363m). Earnings per share rose to 25.1p (22p) and a final dividend of 4.5p is proposed, making 7.7p (7p) for the year.

The extraordinary gain of £1.58m represented the surplus on the sale of Laird's in-flight catering business, which more than offset a £7m provision for the possible disposal of Cable Belt, mining equipment subsidiary.

comment

Its best-known products - buses, tube trains, and new London taxis - only account for 3 or 4 per cent of Laird's profits, compared with more than 50 per cent in 1986. Although the group has no intention of living off this high-volume, low-margin business, the real strength lies in rubber and plastic products. The CPIO acquisition thus provides a secure extension of this sector, and three years of guaranteed Renault orders in which Laird can trust for custom among other volume car manufacturers. Meanwhile, the group hopes to expand its sales of sealing to the building industry (now 20 per cent of the division's turnover) which should provide security when the automotive industry's current healthy cycle comes to an end. Analysts expect pre-tax profits of about £38m this year and with Laird apparently back on the rails, a prospective p/e of around 8 looks attractive.

Guthrie up despite currency fluctuations

By Philip Coggan

Guthrie, the industrial conglomerate which returned to the stock market in 1986, increased pre-tax profits by 28 per cent to £23.6m last year despite a 24m knock from adverse currency movements.

Around 78 per cent of Guthrie's operating profits emanated from the US last year - the weaker dollar thus restricted the company's growth in sterling terms. In addition, profits were hit by last year's decline of the Canadian and the Australian dollars against the pound. Measured in local currencies, Guthrie's turnover rose by 17 per cent in 1987, measured in sterling, it fell slightly to £219.8m (£231m).

The group divides its business into six sectors of which the best performing was electrical equipment. This division nearly doubled profits (from £1.38m to £2.72m) because of a turnaround in its Ajax subsidiary.

Other divisional operating profits were: automotive components £5.61m (£5.38m); aviation services £5.97m (£5.25m); fire protection equipment £3.68m (£2.72m); textiles and floor coverings £3.48m (£2.53m) and trading £230,000 (£470,000).

A final dividend of 3.9p is proposed, making a total of 6.9p for the year.

comment

These figures illustrate that the translation effect of foreign exchange movements can obscure the real progress a company is making. Guthrie is not a UK company exporting to the US; it has not lost any business because of currency movements. Indeed in local currency terms, Guthrie would have reported a 50 per cent pre-tax profit increase. That means that any rebound in the dollar will have a substantial effect on Guthrie's profits this year. Analysts are forecasting £25.5-£26m, assuming a one year rate of £1.55/£. Even a move to £1.60 would add a further £2.23m to that figure and reduce the prospective p/e on yesterday's closing share price of 194p from 8.5 to 7.5. In the long term, the rugged nature of Guthrie's various sectors may limit the pace at which it can grow; but in the short term, the shares look a good bet on signs of a dollar rebound.

Scottish Heritable makes £10m

BY FIONA THOMPSON

Scottish Heritable Trust, the York-based industrial and property group with interests ranging from oriental carpets through pyrotechnics to modular housing, increased 1987 profits by 61 per cent to £10m.

The advance from £6.2m was made on turnover ahead by 26 per cent to £88.1m (£69.72m). Earnings per share rose from 15.2p to 17.7p.

Seven of the nine divisions were profitable, two made losses. But Mr A Cochrane Duncan, chairman, said: "The solid performance of the group as a whole demonstrates the advantages of diversified activities: the adverse performance of our textile and pyrotechnic divisions has been balanced by the success of our expanded interests in the US."

By division, floorcoverings made the largest contribution to profits at £3.48m, up from £3.17m,

followed by US building at £3.2m - the contribution made by the US acquisition Haven Homes and its associate company North American Housing Corporation, both builders of modular housing.

Pyrotechnics made a £468,000 loss, compared with a £727,000 profit last time, mainly due to more problems than anticipated with the acquisition of Brock's Fireworks. Textiles fell from a £229,000 profit into a £453,000 loss, due to bad spring sales, a substantial drop in orders from Damart, the biggest US customer and the acquisition of the loss-making JG Glover business.

Property and investment sales contributed profits of £2.05m (£1.42m), while rents made £756,000 (£616,000). Engineering profits increased marginally from £350,000 to £381,000 - held back by a sharp cut in the number of hos-

pital beds purchased for the National Health Service. UK building and quarrying rose from £221,000 to £1.43m following a buoyant year for the construction industry. Contract packing and other activities contributed £169,000, compared with a £15,000 loss last time.

The company, pleased with its US success, is looking at further acquisitions there and an announcement may be made in the not too distant future. More acquisitions are also being sought in the UK, although, after a number of smaller purchases, the company is keen to make a sizeable acquisition. On the disposal side, it is looking for a buyer for its sand and gravel business.

Tax took £3.55m (£2.05m). A final dividend of 5p was recommended, making a total for the year of 5p (4p).

Clifford's Dairies up to over £5m

Clifford's Dairies, Berkshire-based processor and distributor of milk and fruit juices, lifted taxable profits from £4.52m to £5.03m in the year to end-December, on turnover ahead by 16 per cent to £108.6m.

The directors said that the exchange of trade with Express Dairy, announced in June, had resulted in a slight increase in milk volumes, while fruit juice sales had also expanded. Roy's Cooked Meats, acquired last August for £4.5m in cash and shares, had "an encouraging five months trading."

After tax of £1.83m (£1.76m), earnings per share increased to 20.2p (19.53p). A final dividend of 5.5p is recommended, making 8.3p (8p) for the year.

Belhaven posts profits of £6.9m for nine months

BY LISA WOOD

Belhaven, Dunbar-based brewing and restaurant company, produced pre-tax profits of £6.9m for the nine months to December 31, 1987.

Earnings came to 2.56p and a final dividend of 0.9p makes 0.79p.

The year-end has been changed from March 31. In the previous 12 months the profit was £5.96m, earnings 2.41p and dividend 0.85p.

Sales totalled £42.78m (£45.56m) and operating profit £6.36m (£5.94m). Belhaven Brewery contributed £214,000 (£1.63m) of operating profit and the 94 Garfunkels Restaurants made £5.5m (£4.48m). Since the year-end another

three restaurants have been opened.

Other activities, including the Hotel Belpaya in Torremolinos, contributed £497,000 (£117,000). Group operating costs came to £538,000 (£277,000).

Exceptional costs of £96,000 (£294,000) were deducted in arriving at the pre-tax profit. They applied to the Belhaven Brewery product launch.

The directors said since the introduction of canned lager and export and the re-packaging of the bottled beers on June 1 last, sales of packaged beers increased 51 per cent compared with the same period of 1986.

Belhaven had started to develop a managed house estate.

Estates & General

A 74 per cent increase in pre-tax profits was announced by Estates & General Investments, property investor and developer, for 1987. The result, ahead from £1.66m to £2.71m, was struck after a £794,000 exceptional profit on the disposal of Site Improvements house building division.

A final dividend of 3p (1.825p) is recommended, making a total for the year of 3p (3.725p). Earnings per 26p share rose from 6.1p to 11.5p, or to 8.5p excluding the exceptional item.

Turnover showed a 62 per cent improvement to £13.18m (£8.13m).

On prospects, the directors said the level of activity continued to increase. Net asset value per share improved by 25 per cent to 198p at December 31.

Frederick Cooper

Frederick Cooper, acquisitive industrial holding company, raised pre-tax profits by 35 per cent in the six months to January 31 from £1.72m to £2.38m on turnover ahead from £17.76m to £20.71m.

Mr Eddie Kirk, chairman, said that as a result of the 34 per cent growth in earnings per share to 7.50p, the interim dividend would be 1.1p per 10p ordinary share, the highest interim payment in the group's history.

Contributions from MAP Hardware (five months) and Brent Group (six weeks) amounted to £70,000, which Mr Kirk said indicated underlying organic growth of 31.6 per cent.

H. Young up midway

H. Young Holdings, distribution and financial services group, reported pre-tax profits 30 per cent higher at £951,000 for the six months to end-January 1988.

Mr John Wilson, chairman, said the group intended to further develop its distribution activities and was currently examining possible acquisitions.

Turnover rose to £9.32m (£9.19m). After tax of £383,000 (£255,000), earnings per share increased to 6.7p against 6.4p last time.

The interim dividend is lifted to 1.4p (1.3p).

IN 1987
SCHRODERS
ADVISED ON MORE
Mergers AND
ACQUISITIONS WITHIN
THE UK THAN
ANY OTHER BANK.

*By value - Source: Financial Times Business Information, Mergers and Acquisitions, January 1988



Financial Advisers to UK Companies Acquiring in the US
1987 M & A League Table
Ranked by the number of deals

Financial Advisers	No. of deals
1 Hill Samuel	13
2 Morgan Grenfell	12
3 SG Warburg	10
4 Schroders	9
5 First Boston	8

... Acquisitions Monthly, March 1988

Some things don't change

Like everyone else in the City, we have been through a period of unprecedented change in recent months.

But behind the headlines, life for our M and A team remained the same in one important respect.

As the March issue of Acquisitions Monthly reveals, we continue to act on more US deals than any other merchant bank in the UK.



HILL SAMUEL & CO. LIMITED
Number one with clients



UTC Group plc

Profits up 105%

Earnings per share up 50%

Summary of 1987 results	£000's	
	1987	1986
Turnover	17,484	14,153
Profits before taxation	3,016	1,468
Earnings per share	15.8p	10.3p
Dividends per share	8.0p	nil

"We believe that the Group is able to view the future with great confidence"

JOHN L. VINCENT, Chairman

Principal Subsidiaries and Associates

UNITED TRUST & CREDIT PLC Issuing House & Corporate Finance

UTC SECURITIES PLC (93%) Stockbroker

UTC INSURANCE SERVICES LTD Insurance Services

PROPERTY & PROFESSIONAL SERVICES LTD Surveyors & Valuers

CORPORATE ESTATES PROPERTIES PLC (25%) Property Company

UTC Group plc

1987 Annual Report and Accounts available from The Secretary,
UTC Group plc, 55 Grosvenor Street, London W1X 9DA.

Handwritten note: "لا، لا، لا"

BUSINESS LAW

Limits of artificial intelligence

By A.H. Hermann, Legal Correspondent

WRITING about the Latest Damage Act (Business Law, August 21) shortly before it came into force, I said that it was a statute which solved nothing or only very little. It soon became evident that I had been uncharacteristically kind.

also for the clarity and consistency of the law. The majority were brain-washed into believing that it is the twists that matter, and that law is necessarily beyond the comprehension of the layman.

STEELEY

PRELIMINARY RESULTS FOR 1987

TURNOVER UP 16%
PROFIT BEFORE TAX UP 36%
EARNINGS PER SHARE UP 37%

Table with 2 columns: 1987, 1986. Rows: Profit before tax, Net earnings per share, Dividend.

The year 1987 has been a period of significant progress both in terms of increased profits and the focusing of the Group on the business of construction materials.

David L. Donna, Chairman

- BRICKS AND TILES • AGGREGATES • CONCRETE PRODUCTS
READY MIXED CONCRETE • ASSOCIATED ACTIVITIES

STEELEY PLC

IF YOU WOULD LIKE A COPY OF THE STEELEY ANNUAL REPORT, PLEASE CONTACT: JOHN A BOWER, COMPANY SECRETARY, PO BOX 53, BROWNLEE ROAD, RUGBY, WARCS, CV21 2UT.

Company Notices

ROBEKO NV
Annual General Meeting of Shareholders
Agenda: 1. Opening, 2. To receive and adopt the Report of the Managing Director for the financial year 1987...

ROUNCO NV
Annual General Meeting of Shareholders
Agenda: 1. Opening, 2. To receive and adopt the Report of the Managing Director for the financial year 1987...

KORENTO NV
Annual General Meeting of Shareholders
Agenda: 1. Opening, 2. To receive and adopt the Report of the Managing Director for the financial year 1987...

THE ROYAL BANK OF CANADA
US\$350,000,000
Floating Rate Substrate due 1988

Public Notices
IN THE MATTER OF THE COMPANIES ACT 1985
AND
IN THE MATTER OF SANDWELL COFFEE LTD

Holidays & Travel
Come and be Proud
Of our heritage at Taylor House Hotel, Maidhead, just 30 minutes from London...

HENLEY ROYAL REGATTA
29th June-3rd July 1988
Places available at the exclusive HENLEY SUITE

MONTEUX (Lake Geneva)
Choose your second residence in Switzerland's mid-alpine, 4 times for year holiday, 20 min. from ski-slopes, 45 min. from Geneva airport.

SGS-THOMSON MICROELECTRONICS
US \$ 120,000,000
Multi Currency Loan guaranteed by THOMSON-CSF

WORLD BANKING
The Financial Times proposes to publish this survey on:
18 MAY 1988

REPUBLIC OF ITALY
ECU 200,000,000
Floating Rate Notes due 1992

Crédit Foncier de France
ECU-denominated Floating Rate Notes due 1995
resulting from the exercise of Warrants attached to US\$ 200,000,000 Floating Rate Notes due 1995

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PUBLIC SPENDING Training and speech writing by award winning public speaker Frank Wright Tel. 01-830 2187

COMMODITIES AND AGRICULTURE

New York studies high grade copper plan

By Deborah Margreaves in Chicago
NEW YORK'S Commodity Exchange is discussing a move towards a high grade copper futures contract in a bid to make its market more representative of the physical market for copper.

Aluminium price 'not justified'

BY KENNETH GOODING, MINING CORRESPONDENT
THE CURRENT high price of aluminium cannot be justified, according to a report from the Anthony Bird Associates consultancy group.

Malaysia reports 40 per cent surge in cocoa crop

BY WONG SUI LONG IN KUALA LUMPUR
MALAYSIA'S COCOA production soared 40 per cent to a record 180,000 tonnes last year, compared with 129,000 tonnes in 1986, the Malaysian Central Bank revealed in its annual report yesterday.

Ministers give nod to EC farm price freeze

By David Buchanan in Brussels
EU AGRICULTURE Ministers yesterday gave a nod of acquiescence towards the Commission's proposals to freeze most agricultural prices for 1988-89, recognising that the recent heads of government agreement on farm spending reform leaves them relatively little scope for manoeuvre.

Australian group sells copper technology

BY CHRIS SHERWELL IN SYDNEY
MIM HOLDINGS, the Australian-based international mining group, has clinched its biggest technology export contract yet with the licensing of its unique copper refining process to a major West German metals company.

WEEKLY METALS

All prices as supplied by Metal Bulletin (last week's prices in brackets)
ANTIMONY: European free market 99.6 per cent, \$ per tonne, in warehouse, 2,290-2,300 (same).

The farmer who refuses to cry over spilt milk

"SEE THE white dot to the left of the barn?" Stuart Harrison gestured from the kitchen window across his green pastures in the lee of the South Downs. "That's the slurry pump. The milk's being pumped out with the slurry in the field beyond."

UK grain trade criticises plan

THE PRICE freeze embodied in the European Commission's latest price fixing proposals offers no real solution to the problem of over-production and over-capacity, and could easily lead to mandatory production quotas, the UK Grain and Feed Trade Association said yesterday.

Bridget Bloom talks to a British dairy farmer who has overshot his EC quota

worked, when fines were quite low and were anyway spread out among over-producing farmers. But now he has got caught by a 1987 rule which whacks a hefty 19.06 pence a litre on every single farmer who produces more than eight per cent over quota.

LONDON MARKETS

Table with columns: Commodity, Price, Change. Includes Nickel, Copper, Lead, Zinc, Tin, Aluminium, and various oils.

COCOA BEANS

Table with columns: Grade, Price, Change. Includes Mar 901, May 916, Sep 936, Dec 957, Mar 1024, May 1053, Sep 1104, Dec 1129.

COFFEE BEANS

Table with columns: Grade, Price, Change. Includes Mar 1115, May 1141, Sep 1185, Dec 1187, Mar 1213, May 1239, Sep 1280, Dec 1281.

CRUDE OIL

Table with columns: Grade, Price, Change. Includes Apr 157.25, May 157.25, Sep 158.25, Dec 158.25.

LONDON METAL EXCHANGE

Table with columns: Metal, Price, Change. Includes Cash, 3 months, 6 months.

POTATOES

Table with columns: Grade, Price, Change. Includes Apr 127.3, May 127.3, Sep 127.3, Dec 127.3.

SOYABEAN MEAL

Table with columns: Grade, Price, Change. Includes Apr 127.25, May 127.25, Sep 127.25, Dec 127.25.

SOYABEAN OIL

Table with columns: Grade, Price, Change. Includes Apr 127.25, May 127.25, Sep 127.25, Dec 127.25.

WORLD COMMODITIES PRICES

Large table listing various commodities like Wheat, Rice, Sugar, and their prices across different regions.

US MARKETS

Table with columns: Commodity, Price, Change. Includes Soybean Meal, Soybean Oil, Corn, Wheat.

NEW YORK

Table with columns: Commodity, Price, Change. Includes Gold, Silver, Platinum, Palladium.

CHICAGO

Table with columns: Commodity, Price, Change. Includes Soybean Meal, Soybean Oil, Corn, Wheat, Live Cattle, Live Hogs.

Just inside

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar recovers but still nervous

THE DOLLAR recovered in London from levels touched in the Far East, as the threat of central bank intervention encouraged investors to cover short positions.

of 20.3 p.c. recorded the largest monthly rise since March 1986. Sterling trading range against the dollar in 1987/88 is 1.7875 to 1.4775. February average 1.7688. Exchange rate index rose to 77.7 from 77.4 at the opening and 77.1 on Monday.

against the dollar in 1987/88 is 1.9805 to 1.5740. February average 1.8698. Exchange rate index 168.1 against 168.1 six months ago. Sentiment remained on the bullish side for the US unit in Frankfurt, as demand for the Japanese yen attracted funds out of the dollar and the D-Mark.

FINANCIAL FUTURES

Busy doing nothing

IT WAS a day of very quiet trading on Liffe, where the market appeared to be looking for an excuse not to get things wrong.

Mr Nigel Lawson, the UK Chancellor, played a major part in the market's philosophy, during an otherwise dull day. The Treasury issued a statement denying rumours of Mr Lawson's resignation.

Discount, said there is a chance the market is being lured into a classic bear trap, similar to that sprung in January. In this situation there is good reason to stay out of the financial markets, particularly for traders with quarterly performance targets, and fund managers, in the run up to the end of the quarter and financial year end.

£ IN NEW YORK

Table with 3 columns: Mar 29, Last, Premium. Rows for Cable, 1 month, 3 months, 6 months, 9 months, 12 months.

STERLING INDEX

Table with 3 columns: Mar 29, Last, Premium. Rows for 0.25, 0.50, 1.00, 2.00, 5.00, 10.00, 20.00, 50.00, 100.00.

CURRENCY RATES

Table with 4 columns: Mar 29, Base, Standard, European. Rows for Australia, Canada, Hong Kong, etc.

CURRENCY MOVEMENTS

Table with 4 columns: Mar 29, Bank of England, Market, Movement. Rows for Sterling, US Dollar, etc.

OTHER CURRENCIES

Table with 4 columns: Mar 29, £, \$, S. Rows for Argentina, Australia, Brazil, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table with 5 columns: Currency, Unit, % change, % change, Disparity. Rows for Belgium, France, Germany, etc.

POUND SPOT - FORWARD AGAINST THE POUND

Table with 5 columns: Mar 29, Day's, Class, One month, % p.a., Three months, % p.a., Six months, % p.a., One year, % p.a.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table with 5 columns: Mar 29, Day's, Class, One month, % p.a., Three months, % p.a., Six months, % p.a., One year, % p.a.

EURO-CURRENCY INTEREST RATES

Table with 5 columns: Mar 29, Short, 7 Day, One Month, Three Months, Six Months, One Year.

EXCHANGE CROSS RATES

Table with 5 columns: Mar 29, £, S, DM, Yen, F.Fr., S.Fr., H.Fr., Lira, C.S., B.P.

MONEY MARKETS

Overnight bill pact

THERE WAS little overall change in interest rates on the London money market yesterday, but the stronger pound gave a slightly easier tone to the longer periods.

further £340m bills were purchased, for resale to the market today, at 8 1/2 p.c. Another £24m bills were bought before lunch by the Bank of England, including £26m bank bills outright in band 1 at 8 1/2 p.c., and £26m bills for resale to the market today at 8 1/2 p.c.

FT LONDON INTERBANK FIXING

Table with 2 columns: 01.00 a.m. Mar 29, 5 months US Dollars, 6 months US Dollars.

MONEY RATES

Table with 2 columns: NEW YORK, Treasury Bills and Bonds, Money Rates.

LONDON MONEY RATES

Table with 5 columns: Mar 29, Overnight, 7 Day, One Month, Three Months, Six Months, One Year.

THE CORPORATE INVESTOR'S PHONE CHECK LIST. When investing your company funds, you shouldn't accept the first rate you're quoted.

WestLB Fixed Income and Equities Trading - for dealing prices call: Düsseldorf, London, Luxembourg, Hong Kong.

INVITATION addressed to the Shareholders and Holders of Participation Certificates (in the following „Raiffeisen-Vermögensanteile“).

EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, Vol, Last, Apr 88, May 88, Jun 88, Stock. Lists various options series and their corresponding volumes and prices.

Table with columns: Series, Vol, Last, Apr 88, May 88, Jun 88, Stock. Continuation of European options exchange data.

TOTAL VOLUME IN CONTRACTS: 31,867

A=Ask B=Bid C=Call P=Put

BASE LENDING RATES

Table listing base lending rates for various banks and financial institutions, including AIB Bank, City Merchants Bank, and others.

AUTHORISED UNIT TRUSTS

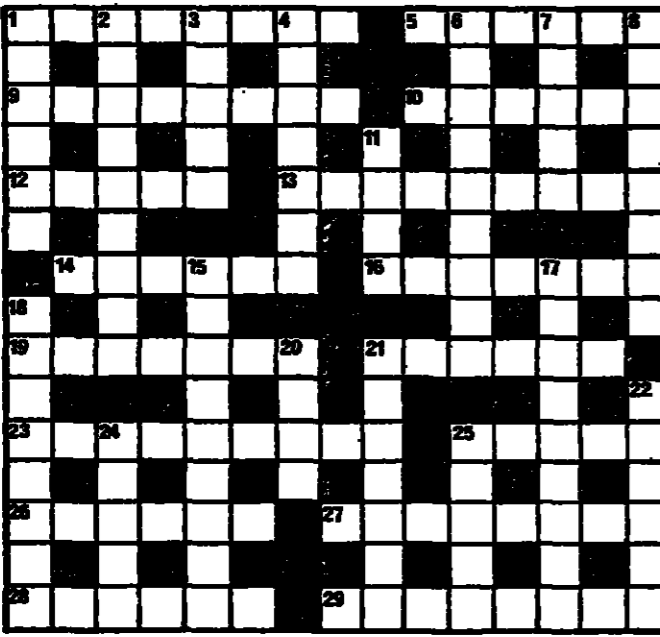
Large table listing authorized unit trusts, including names like Abbey Unit Trst, Abchurch Lane Unit Trst, and others, with associated details.

FT UNIT TRUST INFORMATION SERVICE

Large table listing unit trust information, including names like FT Investment Managers Ltd, FT Investment Services Ltd, and others, with associated details.

Advertisement for Finstat, featuring the text 'When prices matter - Finstat delivers the FT prices online, Unit Trusts, Equities, Gilts, Indices. Daily to your desktop computer.' and the Finstat logo.

FT CROSSWORD No.6,594 SET BY VIXEN



ACROSS clues: 1 Liberal's part taken by workmen (8), 5 The dog lay being injected with dope (6), 9 A musician has to ring as arranged (5), 10 Dutch courage? (5), 12 Register always including scriptural books (6), 13 Car gone in for repair - there's no knowing the outcome (5), 14 State learning means a lot (6), 15 Body of soldiers ordered to take in equipment (7), 17 Win giving quiet 23 across trouble (7), 21 Stay in when broke, that's 25 across (6), 23 Finding the right place to exercise in, spottish, is divine (9), 25 Not all of those chosen seek recognition (5), 26 After the autumn a trainee will make the trifle (5), 27 A beast may well take the plane (6), 28 The craft of the guy scoring? (5), 29 The male figures where support is required (5). DOWN clues: 1 A woman going around overturned 7 down (6), 2 A distressing experience may be set most right (5), 3 The Spaniard presenting Oriental coppers with gold (5), 4 The hostile device is miles out. (7), 6 A public leader left one on mending date (8), 7 Warning, she's a seductive creature (5), 8 Note the radical which is kept in check (8), 11 The boss some think nobody could please (4), 15 Agreed on a mixer for the drink (9), 17 The waiter, a sober worker, receiving a tip (9), 18 This is no cure all (5), 20 The French politician's the light here (4), 21 Clothing that fits one to a T (7), 22 21 down for matches (5), 24 Put away about a hundred pounds and there's a scold (5), 25 Brown is sanctimonious in the main (5). Solution to Puzzle No.6,593: PLAICE PLIMSOLL, RCH AARE, ORCHID RINGMINT, TESS DRINDI, EASTERNY SAPELE, TRAY OVERWEIGHT, JAW WALKER, A T S A E O, COOLER SINGULAR, POTPLANT COPITA, O G L N D, TURNOVER ADASIG.

FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information for various companies including Prudential Assurance Co Ltd, Royal Heritage Life Assurance Ltd, and others. Columns include company name, fund name, and numerical values.

OFFSHORE AND OVERSEAS

MANAGEMENT SERVICES

Table listing offshore and overseas management services, including company names like The Analyst Group Plc, and various fund details.

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Handwritten note: "Jolly, in 1988"

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Investment Objective, and other details.

Table of LONDON SHARE SERVICE, including sections for BRITISH FUNDS, BRITISH FUNDS - Contd, FOREIGN BONDS & RAILS, AMERICANS, INT. BANK AND O'SEAS GOVT STERLING ISSUES, CORPORATION LOANS, COMMONWEALTH & AFRICAN LOANS, and LOANS.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products and their details.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies and their share prices, including 3M, Amgen, and American Express.

CANADIANS

Table listing Canadian companies and their share prices, including Alcan, Bell Canada, and Canadian Pacific.

BANKS, HP & LEASING

Table listing banks, hire purchase, and leasing companies, including Citicorp, HSBC, and Leasing Corp.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit companies, including Carlsberg, Heineken, and J & B.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies, including Balfour Beatty, Bovis Lend Lease, and Wimpey.

BUILDING, TIMBER, ROADS

Table listing building, timber, and road companies, including Balfour Beatty, Bovis Lend Lease, and Wimpey.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies, including ICI, Shell Chemicals, and Hoechst.

DRAPERY AND STORES

Table listing drapery and store companies, including Debenhams, Next, and Primark.

DRAPERY AND STORES - Contd

Table listing drapery and store companies, including Debenhams, Next, and Primark.

ELECTRICALS

Table listing electrical companies, including British Telecom, BT Group, and Cable & Wireless.

DRAPERY AND STORES

Table listing drapery and store companies, including Debenhams, Next, and Primark.

DRAPERY AND STORES

Table listing drapery and store companies, including Debenhams, Next, and Primark.

ENGINEERING - Contd

Table listing engineering companies, including BAE Systems, British Aerospace, and GEC.

FOOD, GROCERIES, ETC

Table listing food, grocery, and other companies, including Asda, Sainsbury, and Tesco.

HOTELS AND CATERERS

Table listing hotels and caterers, including Whitbread, Premier Inn, and Travelodge.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, including British Steel, British Sugar, and British Telecom.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies, including British Steel, British Sugar, and British Telecom.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies, including British Steel, British Sugar, and British Telecom.

INSURANCES

Table listing insurance companies, including Aviva, Lloyds, and Prudential.

Handwritten text at the bottom of the page, possibly a signature or note.

LONDON SHARE SERVICE

Handwritten note in a box: "مكتبة" (Library)

INSURANCES - Contd. Table listing various insurance companies and their share prices.

PAPER, PRINTING, ADVERTISING - Contd. Table listing companies in the paper and printing industry.

TEXTILES - Contd. Table listing textile manufacturing companies.

TRUSTS, FINANCE, LAND - Contd. Table listing trust and financial companies.

OIL AND GAS - Contd. Table listing oil and gas companies.

MINES - Contd. Table listing mining companies.

LEISURE Table listing leisure and entertainment companies.

PROPERTY Table listing property-related companies.

TOBACCO Table listing tobacco companies.

TRUSTS, FINANCE, LAND Table listing trust and financial companies.

OVERSEAS TRADERS Table listing overseas trading companies.

MISCELLANEOUS Table listing various miscellaneous companies.

MOTORS, AIRCRAFT TRADES Table listing motor and aircraft trade companies.

PROPERTY Table listing property-related companies.

TRUSTS, FINANCE, LAND Table listing trust and financial companies.

PLANTATIONS Table listing plantation companies.

MINES Table listing mining companies.

THIRD MARKET Table listing third market companies.

COMMERCIAL VEHICLES Table listing commercial vehicle companies.

PROPERTY Table listing property-related companies.

TRUSTS, FINANCE, LAND Table listing trust and financial companies.

MINES Table listing mining companies.

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COMPONENTS Table listing component companies.

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Stock Exchange dealing classifications are indicated to the right of security names. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z. High and low marked this have been adjusted to allow for... (Detailed notes on stock exchange classifications and market conditions)

REGIONAL & IRISH STOCKS Table listing regional and Irish stocks with prices and changes.

TRADITIONAL OPTIONS Table listing traditional options with prices and changes.

A selection of options traded is given on the London Stock Exchange Report Page

LONDON STOCK EXCHANGE

Dollar firmness prompts technical rally in leading equities and Gilts extend gains

Account Dealing Dates table with columns for Account, Option, First Dealing, Last Dealing, Account, and Date.

A FIRMER PERFORMANCE by the US dollar, together with the overnight improvements in the New York and Tokyo equity markets, brought a welcome rally in UK stocks yesterday. The star turn of the day came from British Aerospace shares, which rose strongly after disclosure of favourable terms for its planned purchase of Rover, the UK car group.

analysts following the Rover deal, with nearly all the equity in State hands, fell 10 to 65p.

At Chase Manhattan, Mr Brian Newman, aerospace specialist, said the details confirm his view that Aerospace has struck "the deal of the decade", by gaining more than £1bn of assets for, effectively, only £150m.

The City is optimistic for a dividend increase with today's profit statement from British Aerospace, and confident that yesterday's approval by the European Commission (EC) for government aid for Renault, the French car manufacturer, will bring early acceptance by the EC of the Aerospace plan.

FINANCIAL TIMES STOCK INDICES table showing various indices like Government Secs, Fixed Interest, Ordinary Div, Gold Mines, etc. with columns for Mar 29, Mar 28, Mar 25, Mar 24, Mar 23, Year Ago, and Size Completion.

LONDON REPORT AND LATEST SHARE INDEX: TEL 0898 123001

for £22.4m cash. TI Group continued to respond to recent news of disposals, improving 12 further to 334p, while Beauford, still reflecting David Bulmer's 15 per cent stake, advanced a similar amount to 140p.

Hotels gave a steadier performance, Grand Metropolitan edging forward to 477p prior to closing unchanged at 476p and Trochovice Food hardening 2 to 235p.

Christies International responded to bumper annual results (£2.88m pre-tax compared with £1.85m) by rising 8 to 541p.

satisfactory preliminary results led BSG International 5 to the good at 67p. Worcester, a good market of late, reacted sharply in the wake of disappointing annual figures to close 26 down at 172p.

Brent Walker, down 10 on Monday, shed a couple of pence more to 385p awaiting today's preliminary figures. Elsewhere in the Leisure sector, Wembley, formerly G.R.A., added 3 to 119p.

United Newspapers, scheduled to reveal annual results today, met with occasional buying interest and moved ahead to close 6 to the good at 437p.

1½ to 30p and Sheraton Securities rallied 3 to 73p. Power Corporation closed 2 dearer at 110p following details of the annual results and proposed £181.8m rights issue.

Among Textiles, Hinch Mackay advanced to 320p before falling back to close 5 cheaper on balance following news that Allied Textile had increased its holding further in the company to just over 28.8 per cent. J. Crowther, awaiting news of the bid approach, gained 4 to 181p.

Financials were noteworthy for a rise of 8 to 202p in UTC following the good preliminary results.

Traded Option business continued to recede. Total contracts came out at 28,297 comprising 17,222 calls and 10,975 puts.

Interest in the Traditional option market remained at a reasonable level. Stocks favoured for the call included British Petroleum, British Steel, Reliant Motor, Rally Pack, Equity and General, Blacks Leisure, Eagle Trust, Control Securities, Waterford units, Ultramar, Jaguar, Joseph Webb, Burns Anderson, J. Fisher, ICI, Barratt Developments and Halliwell.

Properties, having resisted the downward market trend on Monday, managed further progress yesterday with Land Securities rising 7 to 526p and MEPC gaining a similar amount to 518p.

Speculative buying boosted Regentrest 6 to 106p, while demand ahead of figures due shortly lifted Osney Estates 1½ to 22½p. Dares Estates gained reported.

Long-dated Gilts ended with gains of 3 or so. At the shorter end, attention focussed on the £1.25bn of Index-linked 2½ Treasury '88 issue due for redemption today. This issue has been held by private investors who are expected to reinvest the repayment monies in similar low coupon, short dated, inflation proof stocks.

County NatWest, the London securities house, warned clients this week that the timing of any significant investment switch into Gilts "must surely be delayed" while the UK economy shows signs of overheating. Recent data, it added, certainly point to currency and inflation risks on the horizon.

falling to match analysts' best estimates, before late support led the price virtually unchanged at 257p. Elsewhere, BMC firmed up to 475p ahead of the preliminary results due on April 13, while Farmax edged up 6 to 236p.

while Burton edged up 2 to 230p and Searis 1½ to 128p. Batters hardened 2 to 267p. Underwoods, boosted by talk of imminent takeover news, rose 7 to 140p.

Next's preliminary figures were well received but the shares settled a shade off at 283p. Ward White rose 6 to 323p.

NEW HIGHS AND LOWS FOR 1987/88 table listing various stocks with their high and low prices for the period.

FT - ACTUARIES INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS table showing various equity groups like CAPITAL GOODS, BUILDING MATERIALS, CONTRACTING, etc. with columns for Index No., Day's Change, and other metrics.

FIXED INTEREST table showing various fixed interest instruments like British Government, 1-5 years, etc. with columns for Price, Yield, and other metrics.

LONDON TRADED OPTIONS

LONDON TRADED OPTIONS table showing call and put options for various stocks like Allied-Lenox, B.P., Cable & Wire, etc. with columns for Date, Call, Put, and other metrics.

TRADING VOLUME IN MAJOR STOCKS

TRADING VOLUME IN MAJOR STOCKS table showing trading volume for various stocks like ASDA Group, Allied-Lenox, Anglo Saxon, etc. with columns for Volume and Stock.

RISES AND FALLS YESTERDAY

RISES AND FALLS YESTERDAY table showing the number of stocks that rose or fell yesterday.

LONDON RECENT ISSUES

LONDON RECENT ISSUES table showing details of recent stock issues including issue size, price, and other information.

FIXED INTEREST STOCKS

FIXED INTEREST STOCKS table showing details of fixed interest stocks like 1000 £1000, 1000 £1000, etc.

"RIGHTS" OFFERS

"RIGHTS" OFFERS table showing details of rights offers for various companies.

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WORLD STOCK MARKETS

Table of World Stock Markets including sections for Austria, France, Germany, Netherlands, Sweden, and Switzerland. Each section lists various stocks with their prices and changes.

Table of World Stock Markets including sections for Japan, Australia, and South Africa. Each section lists various stocks with their prices and changes.

CANADA

Table of Canadian Stock Markets including Toronto and Montreal. It lists various stocks with their prices and changes.

OVER-THE-COUNTER

Table of Over-the-Counter market prices for various stocks, including sections for Continued from Page 45, R R, S S, and T T.

CHIEF LONDON PRICE CHANGES YESTERDAY

Table showing price changes for various stocks in London, including sections for RISES and FALLS.

TOKYO - Most Active Stocks

Table showing the most active stocks in Tokyo, including stock names, prices, and changes.

INDICES

Table of various stock indices including New York, Dow Jones, and other regional indices.

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month High	Low	Stock	Div. Yld.	P/E	100s	High	Low	12 Month High	Low	Stock	Div. Yld.	P/E	100s	High	Low	12 Month High	Low	12 Month High	Low
25 1/4	24 1/4	AAR	5.5	100	80	24 3/4	24 1/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	25 1/4	24 1/4
25 1/4	24 1/4	ACC	4.0	100	100	25 1/4	24 1/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	25 1/4	24 1/4
10 1/4	9 3/4	AMC	5.0	100	100	10 1/4	9 3/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	10 1/4	9 3/4
10 1/4	9 3/4	AMC Ind	5.0	100	100	10 1/4	9 3/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	10 1/4	9 3/4
10 1/4	9 3/4	AMC	5.0	100	100	10 1/4	9 3/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	10 1/4	9 3/4
10 1/4	9 3/4	AMC	5.0	100	100	10 1/4	9 3/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	10 1/4	9 3/4
10 1/4	9 3/4	AMC	5.0	100	100	10 1/4	9 3/4	100	80	30	3.5	10	100	13 1/4	12 1/4	100	80	10 1/4	9 3/4

Continued on Page 45

NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices. Columns include Stock, High, Low, and Change. Includes sub-sections like 'Continued from Page 44' and 'Over-the-Counter'.

Table of AMEX Composite Closing Prices. Columns include Stock, High, Low, and Change. Includes sub-sections like 'Over-the-Counter' and 'Nasdaq national market, 3pm prices'.

OVER-THE-COUNTER Nasdaq national market, 3pm prices

Table of Over-the-Counter prices. Columns include Stock, High, Low, and Change. Includes sub-sections like 'Nasdaq national market, 3pm prices' and 'Over-the-Counter'.

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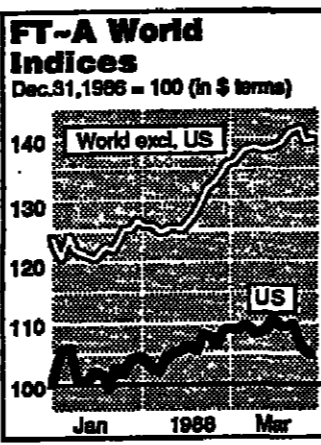
AMERICA

Steadier dollar encourages Dow to edge past 2,000

Wall Street THE STEADYING of the dollar in Japan encouraged an early recovery in Wall Street stock prices, but the rally failed to gain momentum by early afternoon, writes Anatole Kalinsky in New York.

1214 in Tokyo gave early encouragement to the bond market and created the conditions for a rebound in stocks which had been technically overdue.

However, scepticism about the US currency's stability continued to be widespread, putting a limit on the recovery in bonds.



Canada

GOLD ISSUES and industrial led advancing stocks in the Toronto market, which posted a gain in midday trading, shadowing a rise on Wall Street.

EUROPE

Bourses boosted by bargain-hunting

BARGAIN-HUNTING and technical corrections helped European bourses to reverse course yesterday, with sentiment buoyed by the overnight improvement on Wall Street and strong gains in Tokyo, writes Our Markets Staff.

London

STRONG demand for British Aerospace shares helped boost a market already cheered by previous improvements in New York and Tokyo, and London closed higher yesterday, with the FT-SE 100 index up 18.6 at 1,763.1.

The firmer dollar also buoyed sentiment and volume improved to 348m shares. BAE was sought on news of favourable terms for its planned purchase of the car group Rover.

trading as investors went bargain hunting following Monday's sharp decline. The Credit Suisse index added 12.5 to 437.6.

ASIA

High-tech issues lead Nikkei surge

Tokyo KEEN buying pushed Tokyo share prices back to pre-crash levels again yesterday and strong demand for high-technology stocks and issues benefiting from economic growth, writes Shigeo Nishitani in Jiji Press.

Mitsubishi Estate Y80 to Y2,250 and Nagoya Railroad Y18 to Y907. Wakachiku Construction jumped Y101, or 10 per cent, to a record high of Y1,080.

Recently selected large-capital steel and shipbuilding turned easier, affected in part by lower demand from Nomura Securities.

Hong Kong LOCAL investor demand helped push share prices higher, with sentiment aided by gains in Tokyo and pared losses in New York.

India acts as prices hit two-year low

BOMBAY'S stock market has tightened restrictions on margin selling for the second time in two weeks after a fall in share prices to a two-year low on Monday, writes R.C. Murthy in Bombay.

The move, in which margins on selling have been doubled to 20 per cent, represents an attempt to stave off another crash in the market, which has fallen by about 10 per cent over the past two weeks and remains 22 per cent below its peak reached last summer.

Investors trying to take advantage of a falling market by selling shares they do not yet own - hoping to buy them more cheaply before settlement day - will now have to deposit 20 per cent of their sale proceeds with the exchange authorities.

Australia THE STRONG gains in Tokyo and renewed stability on Wall Street injected a note of confidence and led to a 15.4 rise in the All Ordinaries index to 1,896.1 in slim turnover.

SOUTH AFRICA

A FIRM bullion price helped push up most Johannesburg gold stocks after Monday's small losses. Rustenburg Platinum, Lebowa Platinum and the Lebowa Government Rustenburg increased 85 cents to R20.10.

Other mining and financial stocks also firmed. Diamond share De Beers rose R1.65 to R29.75 while Gold Fields put on a boost by an agreement between R2.50 to R5.

MADRID closed mixed, with the general index unchanged at 269.37 although utilities performed well. The feature of the day was sugar refiner Ebro, which announced a 150 pta gross interim dividend after a 30 pta dividend last year.

AMGOLD

An abridgement of the annual review by Mr. J. Ogilvie Thompson, chairman of Anglo American Gold Investment Company Limited.

"The long history of this unique metal demonstrates a tenacious trust in its ultimate value"

Profits for the year of R341.3 million were R31.3 million (8.4 per cent) lower than the previous year. Earnings per share declined to 1 565 cents (1987: 1 607 cents), and dividends were reduced by 10.9 per cent to 1 425 cents per share and absorbed R312.8 million.

Gold market Despite the recent weakening in the gold market, the dollar price is still higher than it was at this time last year but the decline in the dollar has meant that gold has continued to lose ground in the major non-dollar currencies.

While there has been a reversal of sentiment in the gold market since December, it is easy to lose perspective in the current bearish climate. Gold has held its dollar value over a period during which convulsive changes in world markets enhanced the attractiveness of competing financial instruments and witnessed, to a larger extent in recent months, growing supplies of gold on offer.

Although preliminary estimates indicate the total supplies of gold to the market in 1987 were smaller than in 1986, reliance on absorption by investors was greater than in the previous year.

Demand and supply A decline in fabrication demand, to a greater extent in coins than in jewellery, more than offset the smaller supply. After the remarkable episode of massive gold importation into Japan for the Hirohito coin in 1986, a significant drop in coin offers was inevitable, but sales of the Eagle and Maple Leaf coins were disappointingly below those in 1986.

At the present time investor sentiment is depressing the gold market in spite of strong physical demand, especially in Japan. For the near future, perceptions about economic growth and inflation will have an important bearing on any significant revival of interest in precious metals.

Gold has become subject to multiple conflicts of views in a world in which old relationships cannot be taken for granted. Expanding production poses a great challenge to the industry even as the market has been transformed by the wider dimensions of bullion banking.

Current factors I expressed concern last year about the rise in costs and warned that the industry could not count on a compensating increase in the dollar price of gold or reduction in the rand exchange rate.

The future Given the present constraints in the market, it is essential to do everything possible to contain costs and increase productivity. In this respect, the recent initiative by the State President to focus on structural adjustment and affordability in our national life is well-timed.

The South African economy is still heavily dependent on gold. The long history of this unique metal demonstrates a tenacious trust in its ultimate value. Indeed, in the quest for exchange rate stability, there have been calls for gold to play a pivotal role again.

London Office: 40 Holborn Viaduct EC1P 1AL

FT - ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns: NATIONAL AND REGIONAL MARKETS, MONDAY MARCH 28 1988, FRIDAY MARCH 25 1988, DOLLAR INDEX. Rows include Australia, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Pacific Basin, North America, etc.

Base values: Dec 31, 1986 = 100; Finland Dec 31, 1987 = 115.037 (US \$ index) 90.791 (Pound Sterling) and 94.94 (Local). Copyright: The Financial Times, Goldman, Sachs & Co., Wood Mackenzie & Co. Ltd. 1987. Danish Stock Exchange closed in order to implement electronic trading system. US index based on 3 p.m. (local time) prices. Latest prices were available for this edition.